

A STUDY OF THE IMPORTANCE OF HUMAN RESOURCES TRENDS IN INDIAN IT INDUSTRY

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ABSTRACT

Development of human resources is essential for any organization that would like to be dynamic and growth oriented. Unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human Resource Development (HRD) system aims at creating such a climate. A number of HRD techniques have been developed in recent years to perform the above task based on certain principles. This unit provides an understanding of the concept of HRD system, related mechanisms and the changing boundaries of HRD. HRD is a process, not merely a set of mechanisms and techniques. The mechanisms and techniques such as performance appraisal, counseling, training, and organization development interventions are used to initiate, facilitate, and promote this process in a continuous way. Because the process has no limit, the mechanisms may need to be examined periodically to see whether they are promoting or hindering the process

KEY WORDS: HRD, Appraisal, Training, Organisation development interventions.

INTRODUCTION

Development of human resources is essential for any organization that would like to be dynamic and growth oriented. Unlike other resources, human resources have rather unlimited potential capabilities. The potential can be used only by creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of people. Human Resource Development (HRD) system aims at creating such a climate. A number of HRD techniques have been developed in recent years to perform the above task based on certain principles. This unit provides an understanding of the concept of HRD system, related mechanisms and the changing boundaries of HRD. HRD concept was first introduced by Leonard Nadler in 1969 in a conference in US. "He defined HRD as those learning experience which are organized, for a specific time, and designed to bring about the possibility of behavioral change". Human Resource Development (HRD) is the framework for helping employees develops their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance

management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development. The focus of all aspects of Human Resource Development is on developing the most superior workforce so that the organization and individual employees can accomplish their work goals in service to customers. Human Resource Development can be formal such as in classroom training, a college course, or an organizational planned change effort. Or, Human Resource Development can be informal as in employee coaching by a manager.

There is no underestimation of importance and effect of the Human Resources management at all. Lately, management of Human Resources and its needs are becoming the center of the attention of each individual employer in every organization. The orientation of company on human resources starts to be one of the key tasks of a strategic management and Human Resources play an important role in all strategic decisions. Managers of Human Resources ask for more strategic position of their department within the organization with the aim to get to the essence of the problem how to manage, to motivate and to increase the performance of organization. The importance of human potential for company increases proportionally with the speed of changes which appear in the business area because human capital represents a basic qualitative parameter of fruitfulness of any changes. Following that, Human Resources Management (HRM) must aim at achieving the competitiveness of the company in the field of HR by means of providing constant educational and training programs for personal development of employees. It has been scientology proven that one of the supporting pillars which can contribute to the fulfillment of the personal policy is the usage of IT technologies in HR. Information and Communication Technologies (ICT) - a catchall term for techniques associated with mobile communication, internet, new media and PCs - allow companies to improve their internal processes, core competencies, organizational structures as well as relevant markets on a global scale. ICT is spreading throughout every sector of the economy and has implications for almost every enterprise (Helfen and Krüger, 2002). Human resource processes should be focused on the strategic objectives. These strategies are led to prepare an IT strategic plan that in turn translates into an appropriate human resource strategic plan in the field of IT as the Figure 1 depicts (Sameni and Khoshalhan, 2006).

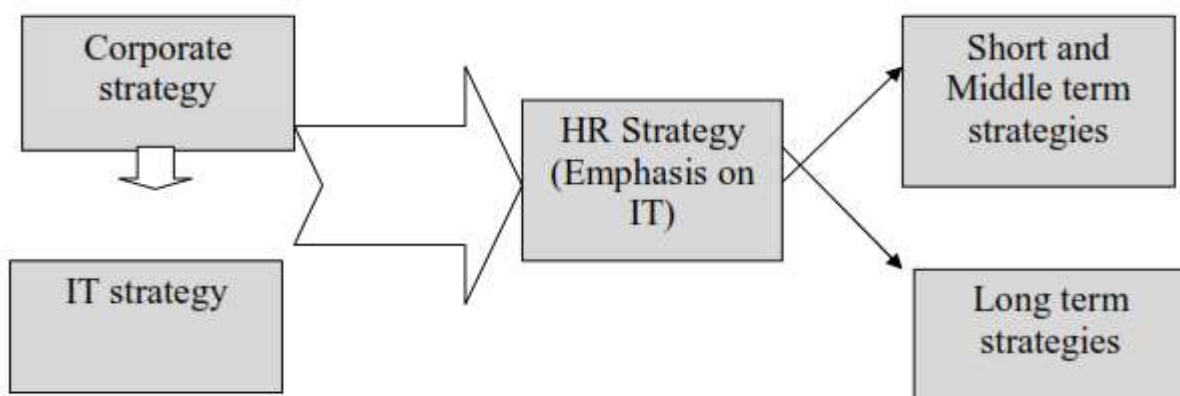


Fig 1 – The Framework of Information Technology Human Resources Plan

HRD FUNCTIONS

The core of the concept of HRS is that of development of human beings, or HRD. The concept of development should cover not only the individual but also other units in the organization. In addition to developing the individual, attention needs to be given to the development of stronger dyads, i.e., two-person groups of the employee and his boss. Such dyads are the basic units of working in the organization. Besides several groups like committees, task groups, etc. also require attention. Development of such groups should be from the point of view of increasing collaboration amongst people working in the organization, thus making for an effective decision-making. Finally, the entire department and the entire organization also should be covered by development. Their development would involve developing a climate conducive for their effectiveness, developing self-renewing mechanisms in the organizations so that they are able to adjust and pro-act, and developing relevant processes which contribute to their effectiveness.

Hence, the goals of the HRD systems are to develop:

- The capabilities of each employee as an individual.
- The capabilities of each individual in relation to his or her present role.
- The capabilities of each employee in relation to his or her expected future role(s).
- The dyadic relationship between each employee and his or her supervisor.
- The team spirit and functioning in every organizational unit (department, group, etc.).
- Collaboration among different units of the organization.

The organization's overall health and self-renewing capabilities which, in turn, increase the enabling capabilities of individuals, dyads, teams, and the entire organization.

HUMAN RESOURCE – IT FRAMEWORK

People are the essence of any organization. CMC have the finest of employees who are valued as individuals and not just for their intellect and skills. It aspires to maximize people productivity, enhance employee engagement, create a collaborative and performance driven work culture and offer world class HR services to all our stakeholders. CMC's culture also emphasizes learning and drives each employee to surpass his or her capabilities to 'build, innovate and excel' in any given field. CMC respect and encourage it's employees to choose their own career paths within the broad outline of the organization. Through Internal Career Progression It support the lateral movement of people across business units or functions, keeping in view the business needs. Continuous improvement and excellence in workforce related practices is a key objective of CMC workforce management system. CMC has set a target of becoming a PCMM Level 5 Company and achieved it in December,2013.

PCMM, through process areas, practices and sub-practices aims at improving organizational HR practices, capabilities, process centricity and results; thereby leading to overall improvement in HR effectiveness and towards organizational sustainability. CMC received Golden Peacock HR Excellence Award in August 2012 from Institute of Directors and Excellence in HR through Technology Award in January 2012 from World HRD Congress. CMC's "Best HR Practices" have been published in leading HR magazines like Human Capital and People and Management. All human resource endeavors continue to thrust our core values and beliefs which are trust and faith, flexibility, inculcating a culture of openness, nurturing the talent of employees at the company level and concern for individuals. This is further intensified by coming under the flagship of Tata group, where Integrity, Understanding, Excellence, Unity and Responsibility are the Group's values and hence rightly said "When values and principles are applied consistently, they become behavioral habits and this enables the fundamental transformations of people, of relationships and of organizations." People at CMC are proud to be a part of the organization as "Once a CMC Cite, always a CMC Cite. CMC look forward to individuals who share such great determination and aspiration to join our CMC family and imbibe the TATA value system. CMC family and imbibe the TATA value system.

HUMAN RESOURCE DEVELOPMENT PRACTICES IN INFORMATION TECHNOLOGY INDUSTRY IN INDIA

In highly skilled intensive and knowledge intensive industries like information technology industry, human resource plays a vital role. This industry is highly competitive, dynamic and technical industry, whose growth and development depends upon its human resource much more strongly than other resources. This industry needs highly skilled, talented and well-learned human resource. The quality of products and services both depend upon the quality of human resource, which needs continuous and multiple-skill training. Thus, to attain such human resource, there must be emphasis on developing and nurturing a strategy-based on human resource development practices in the information technology organisations. Human resource development comprises of many components like – selection procedures, training policy, performance and promotion policy, transfer policy, wages, compensation, social-security policy, worker's welfare policy, recreational policy, employee employee/employer/management relations, trade union, health policy, etc. All these components help to develop highly skilled, efficient, effective and dynamic human resource in these organisations. For the success of information technology organisations, it is necessary that right person must be placed at right job and his potential must be enhanced through multiple and continuous training. Thus, this sector must give more emphasis on the development of human resources by prevailing upon different aspects of human resource development practices in their organisations. All the components of human resource development practices must be integrated with the human resource policy of the organisation. The success of IT/ITES, sector is basically due to skilled, efficient and energetic human resource in Indian information technology sector. In India, the other reason for the growth of information technology industry is the availability of English language proficient labour class. The present study attempts to explore the practices of human resource development in various information

technology organisations. The employees of information technology organisations covered in this study are – Tata Consultancy Services (TCS), Wipro Technologies, Infosys Technologies Ltd., Hindustan Computer Ltd. (HCL), Dell International, Birla soft, Pyramid Consulting Inc., Quack Inc., Semi- Conductor Laboratory (SCL Ltd), Alcatel-Lucent Technologies, Attra, Kanbay International Inc. and Omnia Technologies from Delhi, Bangalore, Pune, Chandigarh, Mohali respectively. Through detail questionnaire the implementation of human resource development practices in information technology organisations, have been estimated. An effort has also been made to measure the human resource development climate in information technology organisations. The sample-size of five hundred employees has been taken in this study.

The HR role in IT Human Resources Development

Career planning tool is a generic, learning, knowledge-based system that helps top leaders to manage the personal development and path career of employees. One of the most important online supports within Human Resources is tracking the Human Resources Development Core Processes. The tool should provide all necessary information about individual succession planning of employee, next development measures or evaluation of overall performance and review of the potential. Experience from many companies points out that the essential part of the tool is agreement of individual goals between employee and supervisor which should be directly connected to a business target. This is also connected with the fact that companies use determination of individual goals for employees in the full range in order to reach strategic goals of the company. One big advantage of the tool is that entered data are stored in database which provides attainability and visibility of the history anytime and simultaneously online system can provide a considerable cost saving. The tool should also include the reporting, it means provide information about needed trainings for employees, report about ideas for further employee's personal development. The above mentioned reports make easier the work of the Human Resources department.

The Human Resource Role in Information Technology recruiting

In nowadays, managers realize that human capital has become the last competitive benefit and IT recruiting can broadly support efficient hiring together with forming the workforce. In order to attract the best candidates, it is vital that both HR and IT departments cooperate together. The HR role in IT recruiting is of key importance, including time of crisis. The "war of talents" carries on, despite the current crisis. The HR IT tools can support hiring and retaining a high potential. It begins with launching the career website what is a very good promotional tool. Employer can present all necessary information related to job, careers or personal development of each applicants there. The career website should focus not only on potential employees, but target group should also include the students, graduates or school pupils in order to have a possibility to "raise" new employees for the future. The cooperation with students can save the costs especially if company needs specialists for future business needs. One big advantage which companies should use via career website is to have opportunity to apply for a job online. Additionally, company can present information about corporate culture or environment.

Further, it can be connected to the internal recruiting track system which can help to HR generalist in communication with candidates to organize the selection processes. System should cover the whole application process, from position approval to candidate approach.

The Human Resource Role in Information Technology Idea management tool

To keep high performance culture, company should maintain a continuous improvement of core processes and activities. The tool which supports Idea Management processes should provide how many improvement proposals are submitted by the employees. It can also provide the information of saved revenues and costs by implementation of improvement proposals. The main purpose of online support in Idea management is to build a tool which gives the opportunity to all employees to present their applicable and well-founded ideas on the one hand and on the other hand company becomes more competitive. The above mentioned IT support carries the advantages as follows:

- Save money,
- Avoid costs or
- Improve process performance.

Considerable benefit is an immediate possibility to create various reports and finally to see if company fulfills the target of a key performance indicator. One of the last advantages of IT online system is that it helps to provide availability of improvement proposals anytime and thus enables to avoid paper form. Above mentioned gives overview how technologies can assistance HR processes in order to reach the business targets.

CONCLUSION

For good performance, rewards like salary increments, cash awards, promotions, foreign travel etc. are given to employees. Most of employees state that salary increment method is one of the most popular methods for rewarding good performance. Majority of employees are satisfied with transfer policy and it is done on the basis of worker's convenience and company's requirement. Data conveys that industry pays high wages, compensations, social securities and perks, job security. Employees are highly satisfied with these facilities. Majority of employees state that if they will change the present job they will do so for higher salaries and perks. The working conditions in these organisations are well improved. The sanitation, ventilation, proper lighting is taken into consideration. Provident fund, gratuity, health insurance facilities and compensation in case of major accidents are provided to most of the employees. In this sector, there is provision of leave facilities and holidays. These organisations pay for overtime to employees. In information technology industry, to meet the set targets, employees are constantly under the pressure of work because of long-working hours, to complete the projects within the specific time limits. Many types of recreational facilities - gym, indoor /outdoor games, meditation /yoga classes, library facilities and late night party facilities are provided to them for their entertainment and to

reduce work pressure. Majority of employees said that the top management in information technology sector is very co-operative, friendly, encouraging and inspiring. There is no trade union. If there is any type of conflict then it is solved by human resource department and other formal or informal committees. Globalization brings the requirement to think how IT can contribute to fulfillment of business strategy in the frame of Human Resources management in order to steer the business towards excellence and reach competitiveness in the market. Despite the fact questionnaire revealed that information technology sustains reaching the HR goals moderately, precise plan of implementation of HR information system can significantly support HR strategy in the company to attain defined key performance indicators (KPI). The project should mainly contain what has to be achieved it means how IT tools can support the KPI and which kind of HR processes IT tools should sustain. The research will be extended by further survey.

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