



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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HUMAN RESOURCE DEVELOPMENT PRACTICES IN INFORMATION TECHNOLOGY INDUSTRY IN INDIA

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ABSTRACT

In highly skilled intensive and knowledge intensive industries like information technology industry, human resource plays a vital role. The survey is conducted in 13 selected different information technology organisations such as Tata Consultancy Services, Wipro Technologies, Infosys Technologies Ltd., Hindustan Computer Ltd. (HCL), Dell International, Birlasoft, Pyramid Consulting Inc., Quark Inc., Semi-Conductor Laboratory (SCL Ltd.), Alcatel-Lucent Technologies, Attra, Kanbay International and Omnia Technologies from Delhi, Bangalore, Pune, Chandigarh and Mohali respectively. The present paper, examines the extent of implementation of human resource development practices in selected information technology organizations. This study is primarily based on primary data in which 500 sample sizes from different information technology organisations has been collected. The questionnaire has been divided into two parts. Part (A) includes detailed information of personal and demographic data of the employees and Part (B) includes various aspects of human resource development. The present paper, examines the extent of implementation of human resource development practices in information technology industry. The results show that majority of employees accept that various human resource development practices have been implemented successfully.

KEYWORDS

Human Resource, Human Resource Development, Information Technology Industry, Primary Data.

INTRODUCTION

In highly skill 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. In global and knowledge-based economy, business has become more competitive and tough due to rapid changes in demand, market structure, market imperfections, technologies, national and international policies etc. which can be handled only by competent, efficient and skilled human resource (Rao, T.V., 1997, p.23; Mamoria, C.B., 2002, p.541). Knowledge assets and intellectual capital are two most important assets of Knowledge economy. Knowledge assets broadly cover stock of knowledge and capabilities of a nation, while intellectual capital comprises of structural capital and human capital. The structural capital primarily relates to information technology and human capital covers human resources as well as the stakeholders i.e. distributors, suppliers, customers of an organization. However, knowledge economy includes up-to-date knowledge, skilled and educated human resource; continuous research and development, investment in information technology and infrastructure (Malhotra, Yogesh, 2003, pp.3-8).

Human resource development practices comprises of many components like - selection procedures, training policy, performance and promotion policy, transfer policy, wages, compensation, social security policy, worker's welfare policy, re-creational policy, employee-employee/employer/management relations, trade union, health policy, etc. All the components of human resource development practices must be continuously integrated with the human resource policy of the organization. This paper seeks to study the human resource development practices in India's information technology industry. The employees of information technology organizations covered in this paper are – Tata Consultancy Services (Noida), Wipro Technologies (Delhi), Infosys Technologies Ltd. (Chandigarh), Hindustan Computer Ltd. (HCL) (Noida), Dell International (Mohali), Birlasoft (Noida), Pyramid Consulting Inc. (Noida), Quark Inc. (Mohali), Semi-Conductor Laboratory (SCL Ltd) (Mohali), Alcatel-Lucent Technologies (Noida), Attra (Bangalore), Kanbay International Inc. (Pune) and Omnia Technologies (Noida). Out of total 13 information technology organizations, eight organizations are software, four are BPOs and one is hardware. The main objective of this paper is to assess the extent of human resource development practices prevailing in these organizations.

(A) GENERAL CHARACTERISTICS OF EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY

The general characteristics of employees in Indian information technology industry are as following - near about 71.8 percent human resources are in the age group of 20-30 years, whereas 26 percent employees are in the age group of 30-40 years. Data reveals that, just two percent employees are even less than the age of twenty years and point two percent employees are of more than forty years. Near about 78.2 percent male employees are employed in information technology industry, whereas just 21.8 percent female employees are employed in this industry, which is much lower as compared to male employees. Out of five hundred sample-sizes of employees, ninety five employees are with general qualification, whereas 405 employees are with technical qualification. In general education 51.58 percent, 46.32 percent and 2.11 percent employees are graduate, post-graduate and under-graduate, whereas in technical education 36.30 percent employees are MCA, 24.69 percent are BCA, 21.98 percent are B-Tech, 9.38 percent are M-tech, 7.16 percent are MBA and point forty nine percent are of other qualifications like diploma in computer science or P.G. diploma in computer applications etc.

A majority of employees that is 85.2 percent are of urban background and on the other hand just 14.8 percent employees are of rural background. Study shows that just 39.8 percent employees are married and 60.2 percent employees are unmarried. It means a majority of employees are unmarried. Majority of employees are engaged in technical department that is near about 74.8 percent, whereas in non-technical, managerial and other department, 19 percent, 5.8 percent and 0.4 percent employees are engaged. There is no employee having more experience than thirty years. On the other hand, a large number of employees that is 61.6 percent having experience less than five years, 30.4 percent of employees having experience between five to ten years and 7.6 percent of employees having experience ten to twenty years. Out of five hundred employees just two employees have experience between twenty to thirty years. The large number of employees did not disclose their monthly salaries. The 53.2 percent of employees did not give any idea regarding their monthly salaries. The 15.2 percent of employees are getting salary between the ranges of Rs. 30-40 thousand per month. Approximately 12.8 percent and 10.2 percent of employees are getting their monthly salaries between the range of Rs. 20-30 thousand and more than Rs. 40 thousand. Near about 8.6 percent employees are getting their salaries less than Rs. 20 thousand per month. Data reveals that 67 percent of employees are permanent and 18.2 percent are trainees and likely to be permanent. The 8.8 percent employees are purely temporary and six percent employees are just trainees. It means that 85.2 percent employees are permanent in the nature of appointment.

(B) HUMAN RESOURCE DEVELOPMENT PRACTICES IN INFORMATION TECHNOLOGY INDUSTRY

The present paper attempts to explore employee’s perception of the adequate and effective, implementation of human resource development practices in the information technology organizations.

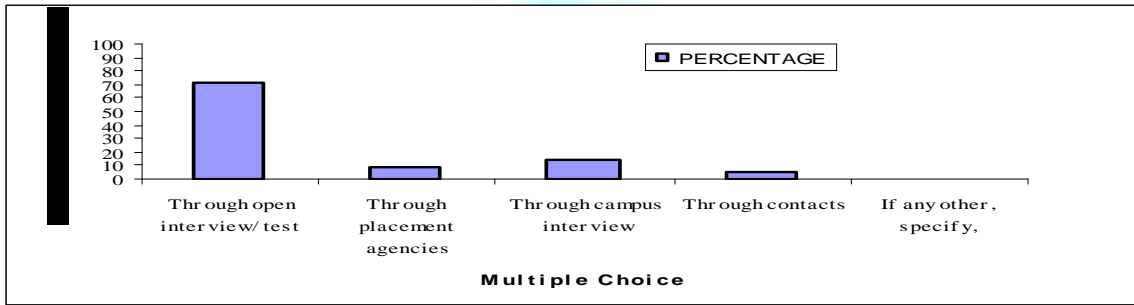
1. SELECTION PROCEDURE

TABLE 1 - CRITERIA OF SELECTION

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
Through open interview/test	353	70.6
Through placement agencies	48	9.6
Through campus interview	68	13.6
Through contacts	30	6
If any other, specify,	1	0.2
Total	500	100

Source: Primary Survey

FIGURE 1 - CRITERIA OF SELECTION



Source: Primary Survey

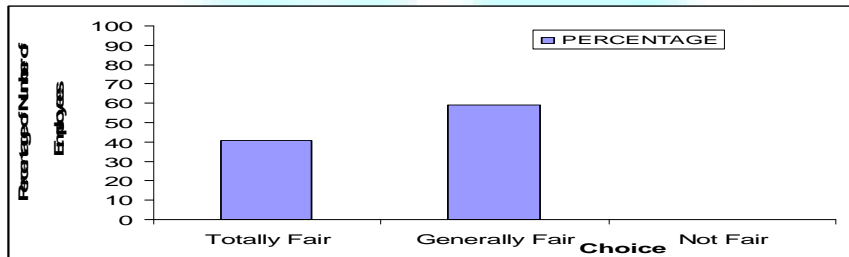
Figure 1 show that out of five hundred employees, majority of employees are selected by open interview method that is 70.6 percent. It is followed by campus interview, through which 13.6 percent employees are selected. Next is 9.6 percent and six percent employees are selected by placement agencies and by contacts. The 0.2 percent employees are selected by other methods.

TABLE 2-FAIRNESS OF SELECTION PROCEDURE

CHOICE	NO. OF EMPLOYEES	PERCENTAGE
Totally Fair	297	40.6
Generally Fair	203	59.4
Not Fair	-	-
TOTAL	500	100

Source: Primary Survey

FIGURE 2-FAIRNESS OF SELECTION PROCEDURE



Source: Primary Survey

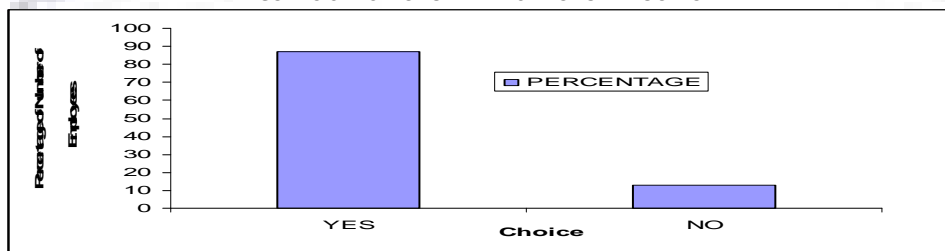
Near about 59.4 percent employees consider that selection procedure in information technology organization is generally fair. On the other hand 40.6 percent of employees consider that selection procedure is totally fair. None of any employee says that it is unfair (Figure 2).

TABLE 3-SATISFACTION WITH SELECTION PROCEDURE

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	436	64	500
PERCENTAGE	87.2	12.8	100

Source: Primary Survey

FIGURE 3-SATISFACTION WITH SELECTION PROCEDURE



Source: Primary Survey

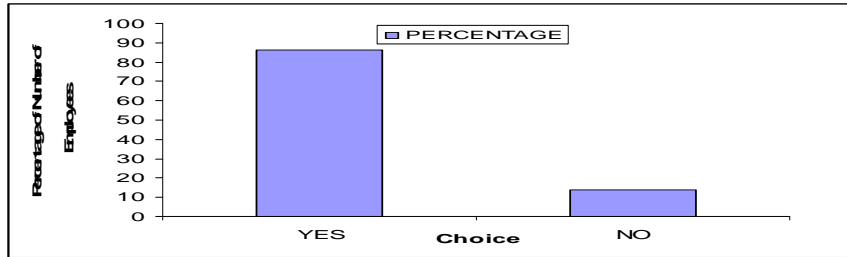
In figure 3 approximately, 87.2 percent employees are satisfied with selection procedure but 12.8 percent employees show their dissatisfaction regarding this procedure.

TABLE 4-ABILITY OF SELECTION PROCEDURE TO KEEP RIGHT PERSON AT RIGHT PLACE

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	432	68	500
PERCENTAGE	86.4	13.6	100

Source: Primary Survey

FIGURE 4-ABILITY OF SELECTION PROCEDURE TO KEEP RIGHT PERSON AT RIGHT PLACE



Source: Primary Survey

In these organizations 86.4 percent employees, agree that organization is capable to keep right person at right place but just 13.6 percent employees are disagreed regarding this (Figure 4).

2. TRAINING POLICY

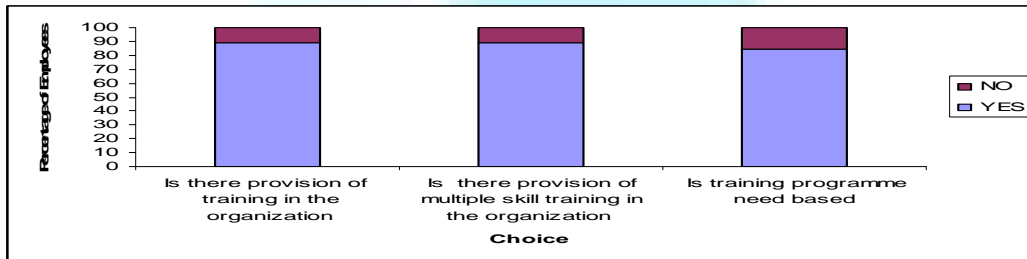
TABLE 5 - PROVISION OF TRAINING IN THE ORGANIZATION

CHOICE	YES	NO	TOTAL
Is there provision of training in the organization	445 (89)	55 (11)	500 (100)
Is there provision of multiple skill training in the organization	445 (89)	55 (11)	500 (100)
Is training programme need based	423 (84.6)	77 (15.4)	500 (100)

Source: Primary Survey

Braces in table shows %age of number of employees

FIGURE 5 - PROVISION OF TRAINING IN THE ORGANIZATION



Source: Primary Survey

Braces in Figure shows %age of number of employees

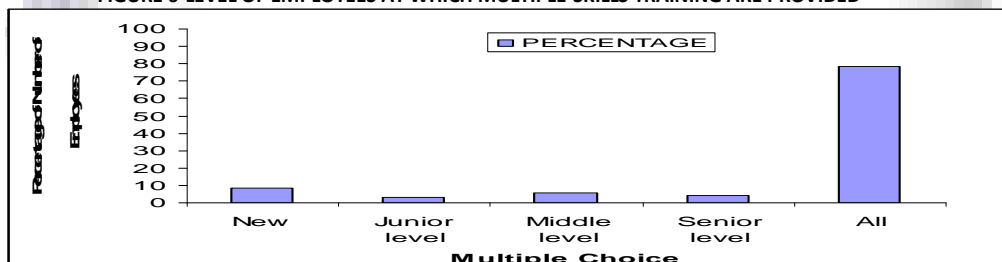
Figure 5 shows that in maximum organizations there is provision of training. Near about 89 percent employees consider that each and every organization in information technology sector has provided training facility to its employees. But 11 percent employees oppose it. Near about 89 percent employees consider that multiple-skill training is provided to them and just 11 percent employees say that it is not provided. The 84.6 percent employees feel that training program is need based.

TABLE 6-LEVEL OF EMPLOYEES AT WHICH MULTIPLE-SKILLS TRAINING ARE PROVIDED

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
New	42	8.4
Junior level	16	3.2
Middle level	28	5.6
Senior level	22	4.4
All	392	78.4
Total	500	100

Source: Primary Survey

FIGURE 6-LEVEL OF EMPLOYEES AT WHICH MULTIPLE-SKILLS TRAINING ARE PROVIDED



Source: Primary Survey

Figure 6 shows that 78.4 percent employees consider that multiple-skill training is provided to all employees at different levels. Followed by 8.4 percent employees consider that it is provided to new employees of the organization.

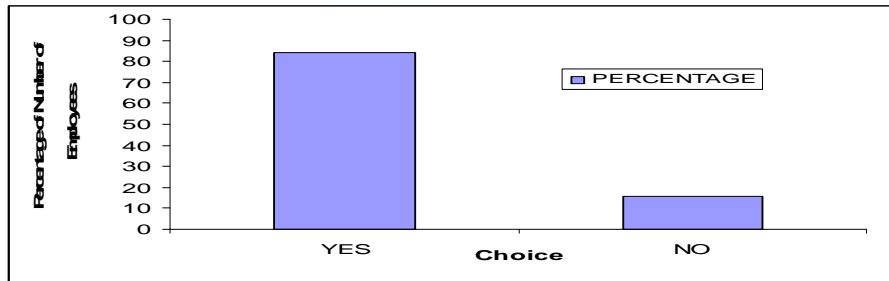
3. PERFORMANCE AND PROMOTION POLICY

TABLE 7-PROVISION OF ADEQUATE CAREER DEVELOPMENT OPPORTUNITIES IN THE ORGANIZATION

CHOICE	Yes	NO	TOTAL
NO. OF EMPLOYEES	421	79	500
PERCENTAGE	84.2	15.8	100

Source: Primary Survey

FIGURE 7-PROVISION OF ADEQUATE CAREER DEVELOPMENT OPPORTUNITIES IN THE ORGANIZATION



Source: Primary Survey

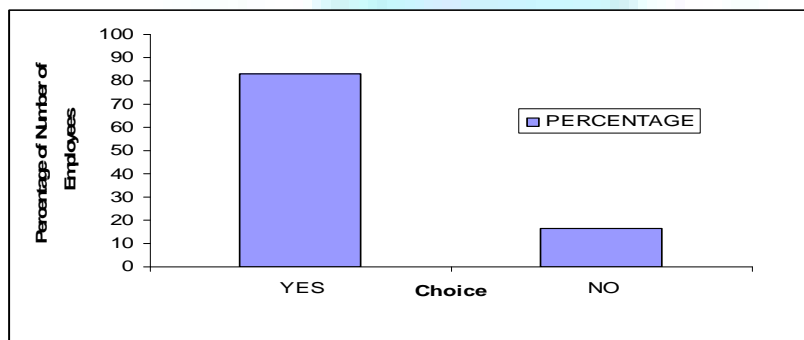
In the information technology organizations, 84.2 percent employees accept that there are adequate career development opportunities but 15.8 percent employees believe that there are not career development opportunities.

TABLE 8-SATISFACTION WITH PROMOTION POLICY

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	417	83	500
PERCENTAGE	83.4	16.6	100

Source: Primary Survey

FIGURE 8-SATISFACTION WITH PROMOTION POLICY



Source: Primary Survey

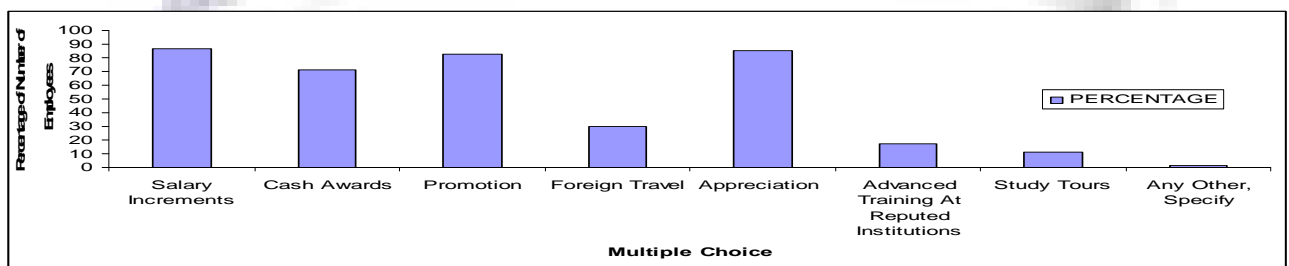
Figure 8 shows that 83.4 percent employees are satisfied with the promotion policy in information technology organizations, whereas 16.6 percent employees are dissatisfied with promotion policy.

TABLE 9-MECHANISMS USED BY THE ORGANIZATION FOR REWARDING GOOD PERFORMANCE (NO. OF EMPLOYEES = 500)

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
Salary Increments	435	87
Cash Awards	356	71.2
Promotion	413	82.6
Foreign Travel	149	29.8
Appreciation	428	85.6
Advanced Training At Reputed Institutions	87	17.4
Study Tours	57	11.4
Any Other, Specify	7	1.4

Source: Primary Survey

FIGURE 9-MECHANISMS USED BY THE ORGANIZATION FOR REWARDING GOOD PERFORMANCE (NO. OF EMPLOYEES = 500)



Source: Primary Survey

Figure 9 shows that majority of employees that is 87 percent employees consider that salary increments, is one of the most popular methods adopted for rewarding good performance. Next are appreciations, promotion and cash awards which are accepted by 85.6 percent, 82.6 percent and 71.2 percent employees are well known methods for rewarding good performance. On the other hand rewards like foreign travel, advance training at reputed institutions, study tours are acknowledged by relatively smaller proportion of employees, that is, 29.8 percent, 17.4 percent and 11.4 percent respectively. Other rewards include gifts; holidays are accepted by 1.4 percent employees.

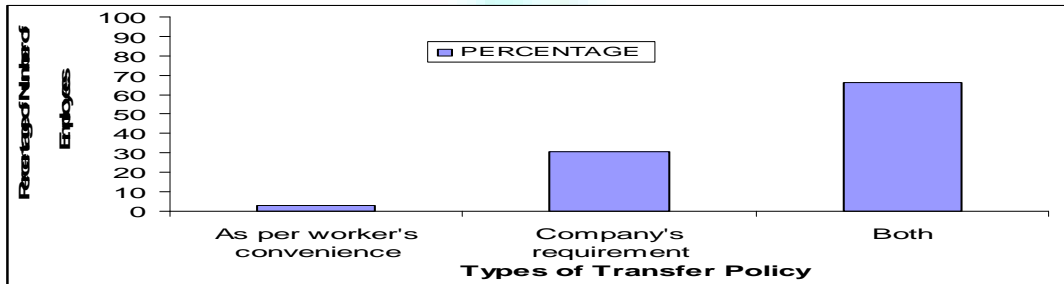
4. TRANSFER POLICY

TABLE 10-TYPES OF TRANSFER POLICY

Types of transfer policy	NO. OF EMPLOYEES	PERCENTAGE
As per worker's convenience	16	3.2
Company's requirement	153	30.6
Both	331	66.2
Total	500	100

Source: Primary Survey

FIGURE 10-TYPES OF TRANSFER POLICY



Source: Primary Survey

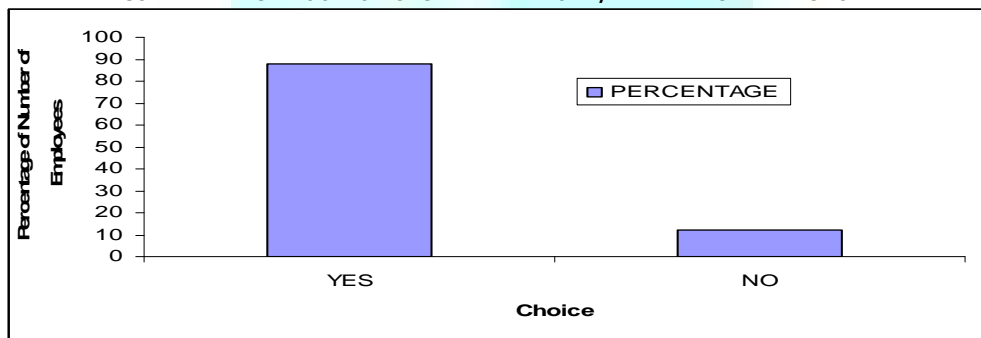
Figure 10 depicts that 66.2 percent employees consider that transfer is done on the basis of requirements of both employees and organisation. While 30.6 percent employees feel that transfer is done keeping in view company's requirements alone. Only 3.2 percent employees agreed that transfer is done as per worker's convenience.

TABLE 11-EMPLOYEE'S SATISFACTION WITH TRANSFER/ INITIAL PLACEMENT POLICY

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	438	62	500
PERCENTAGE	87.6	12.4	100

Source: Primary Survey

FIGURE 11-EMPLOYEE'S SATISFACTION WITH TRANSFER/ INITIAL PLACEMENT POLICY



Source: Primary Survey

Majority of employees', that is, 87.6 percent are satisfied with the transfer policy but just 12.4 percent of employees are dissatisfied with this policy in the information technology organizations, showed by Figure 11.

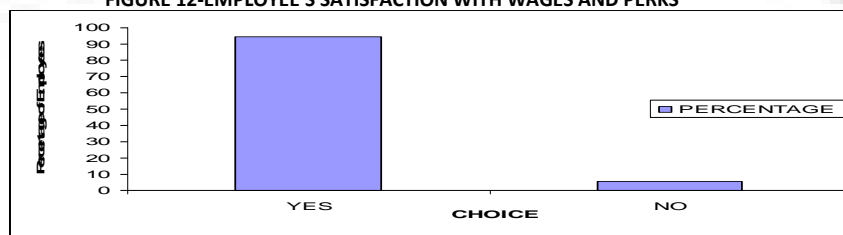
5. WAGES, COMPENSATION, SOCIAL SECURITY SCHEMES AND WORKING CONDITIONS POLICY

TABLE 12-EMPLOYEE'S SATISFACTION WITH WAGES AND PERKS

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	473	27	500
PERCENTAGE	94.6	5.4	100

Source: Primary Survey

FIGURE 12-EMPLOYEE'S SATISFACTION WITH WAGES AND PERKS



Source: Primary Survey

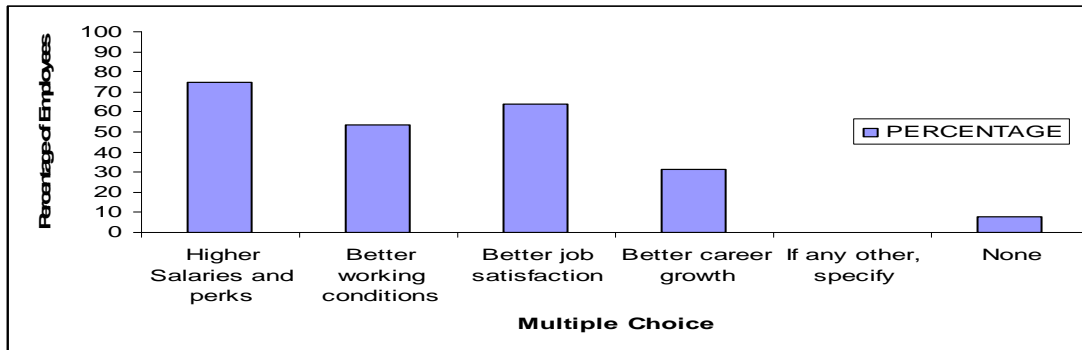
Figure 12 reveals that 94.6 percent employees are satisfied with their wages and perks, whereas just 5.4 percent employees are unsatisfied.

TABLE 13-FACTORS FOR JOB CHANGING (NO. OF EMPLOYEES = 500)

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
Higher Salaries and perks	373	74.6
Better working conditions	267	53.4
Better job satisfaction	319	63.8
Better career growth	157	31.4
If any other, specify	-	-
None	39	7.8

Source: Primary Survey

FIGURE 13-FACTORS FOR JOB CHANGING (NO. OF EMPLOYEES = 500)



Source: Primary Survey

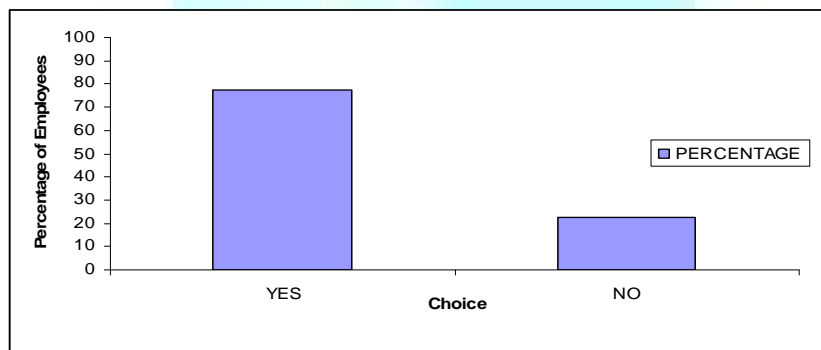
Figure 13 shows that 74.6 percent employees change their job for higher salaries and perks, 63.8 percent for better job satisfaction, followed by 53.4 percent for better working conditions and 31.4 percent employees for better career growth opportunities. Approximately 7.8 percent of employees consider that they don't want to change their jobs for any reason because they are highly satisfied with their existing jobs.

TABLE 14-EMPLOYEE'S SATISFACTION WITH JOB SECURITY IN THE ORGANIZATION

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	386	114	500
PERCENTAGE	77.2	22.8	100

Source: Primary Survey

FIGURE 14-EMPLOYEE'S SATISFACTION WITH JOB SECURITY IN THE ORGANIZATION



Source: Primary Survey

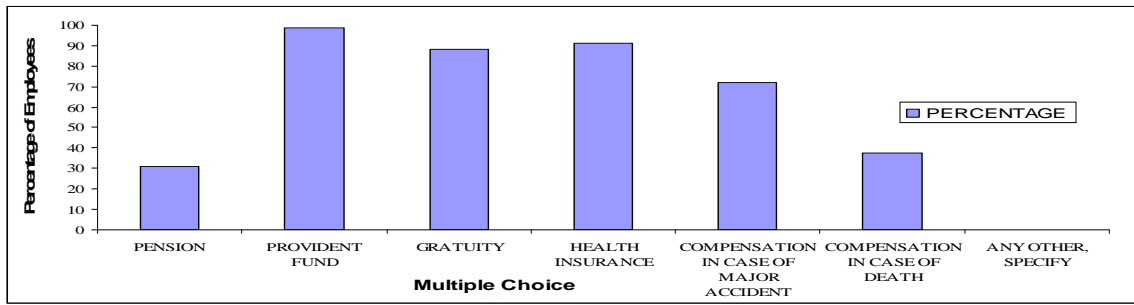
Figure 14 shows that 77.2 percent employees accept that there is job security in the information technology organizations. But 22.8 percent employees do not accept that their jobs are secured.

TABLE 15-TYPES OF SOCIAL SECURITY BENEFITS PROVIDED BY THE ORGANIZATION (NO. OF EMPLOYEES= 500)

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
PENSION	155	31
PROVIDENT FUND	493	98.6
GRATUITY	441	88.2
HEALTH INSURANCE	456	91.2
COMPENSATION IN CASE OF MAJOR ACCIDENT	361	72.2
COMPENSATION IN CASE OF DEATH	187	37.4
ANY OTHER, SPECIFY	-	-

Source: Primary Survey

FIGURE 15-TYPES OF SOCIAL SECURITY BENEFITS PROVIDED BY THE ORGANIZATION (NO. OF EMPLOYEES= 500)



Source: Primary Survey

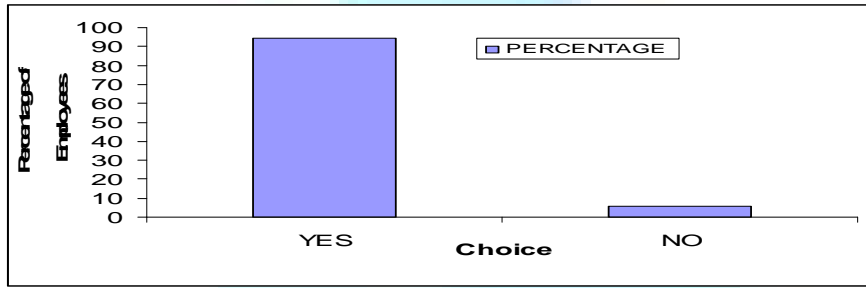
Approximately 98.6 percent, employees reported that provident fund is provided to them followed by 91.2 percent employees reporting that health insurance is provided. The 88.2 percent employees accept that gratuity benefit is provided to them. Compensation in case of major accident is given to employees, is accepted by 72.2 percent. Just, 37.4 percent and 31 percent employees say that compensation in case of death and pension benefit is given to them, which is comparatively very low is shown in Figure 15.

TABLE 16-PROVISION OF ADEQUATE PAID LEAVE FACILITIES AND HOLIDAYS

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	471	29	500
PERCENTAGE	94.2	5.8	100

Source: Primary Survey

FIGURE 16-PROVISION OF ADEQUATE PAID LEAVE FACILITIES AND HOLIDAYS



Source: Primary Survey

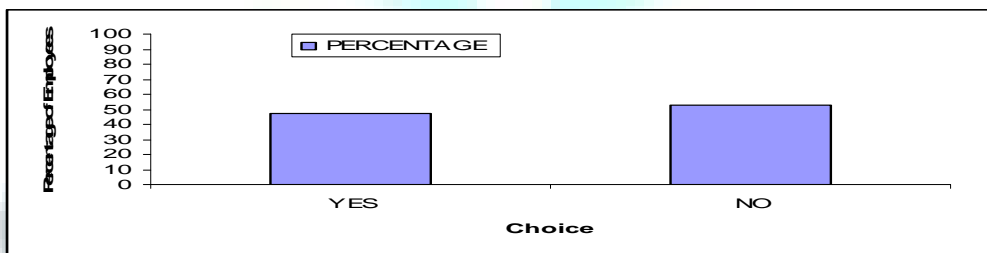
Figure 16 conveys that majority of employees 94.2 percent consider that there are adequate provisions of leave facilities and holidays in information technology industry. But a very low percentage that is 5.8 percent employees' say that they are not satisfied with the provision of adequate paid leave facilities and holidays in this industry.

TABLE 17-OVER TIME WORKING HOURS IN THE ORGANIZATION

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	235	265	500
PERCENTAGE	47	53	100

Source: Primary Survey

FIGURE 17-OVER TIME WORKING HOURS IN THE ORGANIZATION



Source: Primary Survey

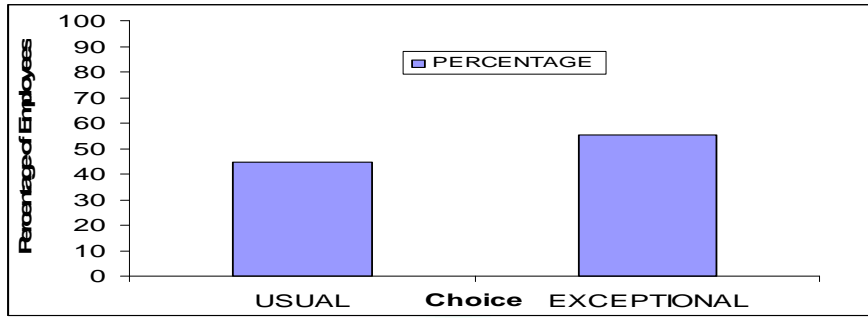
Figure 17 shows that 47 percent employees say that they work for longer hours than as per schedule and they are not paid any overtime allowances for extra hours they work, whereas 53 percent employees say that there are no over working hours. They do work, according to the fixed working hours decided by the organization. On the other hand, if employees do overwork for extra hours then company pays extra amount to them as an overtime allowance. Hence, there is fifty-fifty proportion about longer working hours in information technology industry.

TABLE 18-USUAL OR EXCEPTIONAL WORKING HOURS

CHOICE	USUAL	EXCEPTIONAL	TOTAL
NO. OF EMPLOYEES	105	130	235
PERCENTAGE	44.68	55.32	100

Source: Primary Survey

FIGURE 18-USUAL OR EXCEPTIONAL WORKING HOURS



Source: Primary Survey

In Figure 18, the 55.32 percent employees state that it is exceptional that they work for more than eight hours on an average in a day. But 44.68 percent employees state that they usually work for more than eight hours.

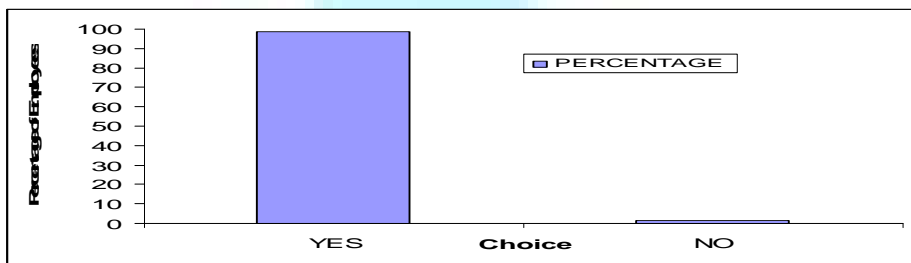
6. RECREATIONAL FACILITY

TABLE 19-PROVISION OF RECREATIONAL FACILITY IN THE ORGANIZATION

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	492	8	500
PERCENTAGE	98.4	1.6	100

Source: Primary Survey

FIGURE 19-PROVISION OF RECREATIONAL FACILITY IN THE ORGANIZATION



Source: Primary Survey

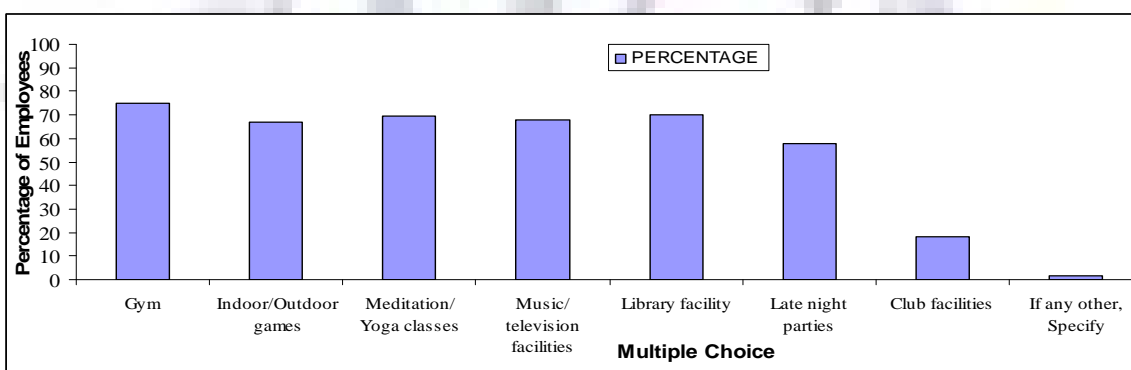
To overcome the tension, depression, stress and tiredness among employees and to make them energetic, active and refresh, information technology sector provides various types of recreational facilities. Figure 19 reveals that majority of employees near about 98.4 percent employees' state that organizations provided all recreational facilities to them but just 1.6 percent employees say that organizations do not provide such facilities.

TABLE 20 -TYPES OF RECREATIONAL FACILITIES (NO. OF EMPLOYEES=500)

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
Gym	374	74.8
Indoor/Outdoor games	333	66.6
Meditation/ Yoga classes	348	69.6
Music/ television facilities	339	67.8
Library facility	350	70
Late night parties	290	58
Club facilities	90	18
If any other, Specify	7	1.4

Source: Primary Survey

FIGURE 20 -TYPES OF RECREATIONAL FACILITIES (NO. OF EMPLOYEES=500)



Source: Primary Survey

In these organizations, 74.8 percent employees accept that gym facility is provided to them for their fitness. After this 70 percent employees state that library facility is provided to them to upgrade their knowledge and skill. Meditation/yoga classes are provided to them is accepted by 69.6 percent employees. Music/television facilities are provided to employees is accepted by 67.8 percent employees. Indoor/outdoor facilities are provided to employees, is accepted by 66.6 percent employees. Near about 58 percent employees' state that facilities of late night parties are provided to them. In information technology industry,

18 percent employees accept that club facilities are provided to them. Only 1.4 percent employees state that other facilities like holiday tour, may be domestic or foreign tour are provided to them. It is a good indicator of the welfare of the employees by the information technology industry (Figure 20).

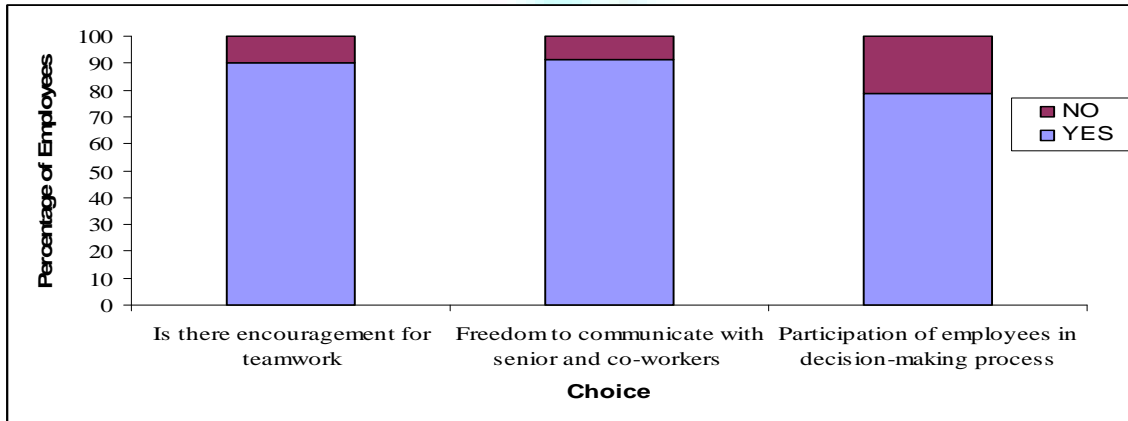
7. EMPLOYEES-EMPLOYEES/EMPLOYER/MANAGEMENT RELATIONS

TABLE 21-ORGANIZATION'S ENCOURAGEMENT TO TEAMWORK

CHOICE	YES	NO	TOTAL
Is there encouragement for teamwork	451 (90.2)	49 (9.8)	500 (100)
Freedom to communicate with senior and co-workers	457 (91.4)	43 (8.6)	500 (100)
Participation of employees in decision-making process	393 (78.6)	107 (21.4)	500 (100)

Source: Primary Survey, Brackets in table shows %age of number of employees

FIGURE 21-ORGANIZATION'S ENCOURAGEMENT TO TEAMWORK



Source: Primary Survey, Brackets in Figure shows %age of number of employees

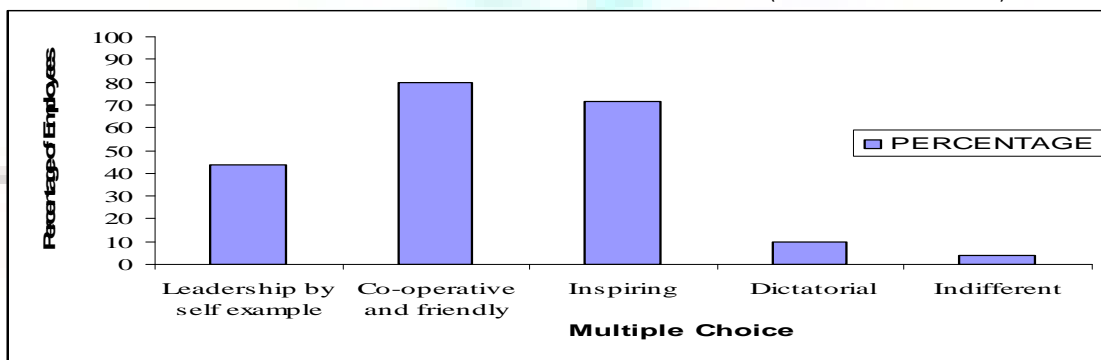
In Figure 21, 90.2 percent employees state that there is an encouragement for teamwork in the organization but just 9.8 percent employees disagree with it. The 91.4 percent employees accept that there is freedom to communicate with their seniors, colleagues and juniors or even with the employees of other departments. There is not any type of restriction in communication with any one. But just 8.6 percent employees believed that there is lack of communication. The 78.6 percent employees state that they have opportunity to take part in decision-making process but 21.4 percent employees' state that they do not have freedom to take participation in the process of decision-making.

TABLE 22-MANAGEMENT'S ATTITUDE TOWARDS EMPLOYEES (NO. OF EMPLOYEES = 500)

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
Leadership by self example	218	43.6
Co-operative and friendly	398	79.6
Inspiring	358	71.6
Dictatorial	48	9.6
Indifferent	19	3.8

Source: Primary Survey

FIGURE 22-MANAGEMENT'S ATTITUDE TOWARDS EMPLOYEES (NO. OF EMPLOYEES = 500)



Source: Primary Survey

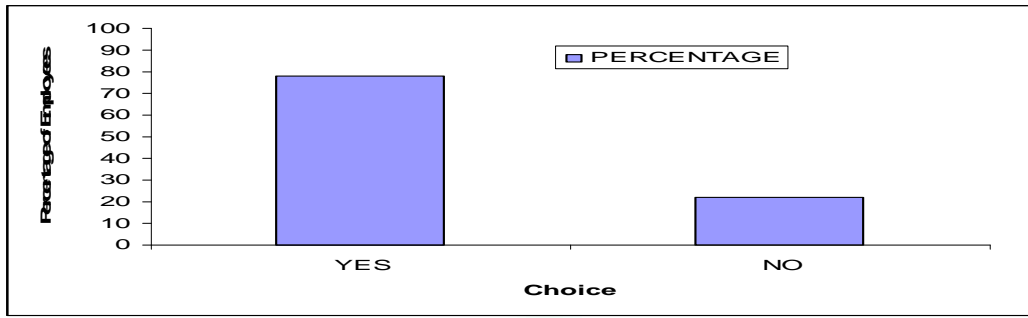
Figure 22 conveys that 79.6 percent and 71.6 percent, employees state that management's attitude towards them is co-operative, friendly and inspiring. Leadership by self example is moderate according to 43.6 percent of employees. Whereas 9.6 percent and 3.8 percent employees consider that the management's attitude towards them is dictatorial and indifferent, this is relatively lower. This type of attitude is unfavourable for any organization.

TABLE 23-ENCOURAGEMENT TO EMPLOYEES TO EXPERIMENT / RISK-TAKING

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	390	110	500
PERCENTAGE	78	22	100

Source: Primary Survey

FIGURE 23-ENCOURAGEMENT TO EMPLOYEES TO EXPERIMENT/RISK-TAKING



Source: Primary Survey

Management encourages their employees to do experiments/risk-taking in advanced industries like information technology. Figure 23 shows that 78 percent employees accept that their management encourages them to do experiment/risk-taking, but 22 percent employees feel otherwise.

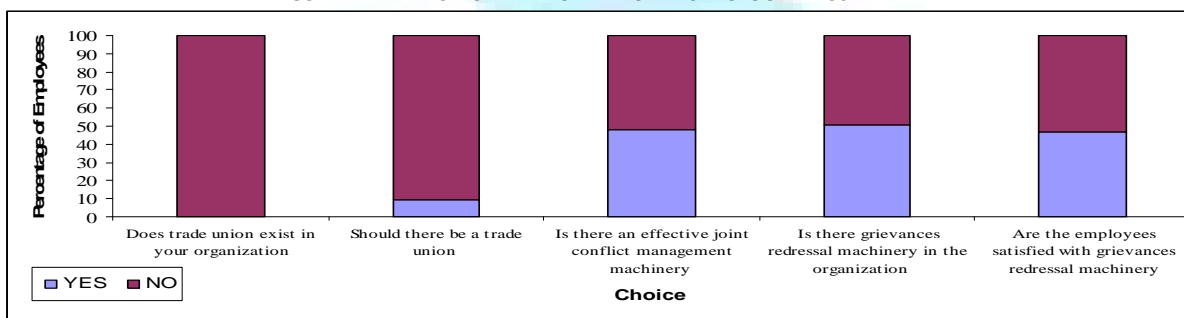
8. TRADE UNION

TABLE 24-TRADE UNION IN INFORMATION TECHNOLOGY INDUSTRY

CHOICE	YES	NO	TOTAL
Does trade union exist in your organization	-	500	500
	-	100	(100)
Should there be a trade union	46	454	500
	(9.2)	(90.8)	(100)
Is there an effective joint conflict management machinery	239	261	500
	(47.8)	(52.2)	(100)
Is there grievances redressal machinery in the organization	252	248	500
	(50.4)	(49.6)	(100)
Are the employees satisfied with grievances redressal machinery	234	266	500
	(46.8)	(53.2)	(100)

Source: Primary Survey, Braces in table shows %age of number of employees

FIGURE 24-TRADE UNION IN INFORMATION TECHNOLOGY INDUSTRY



Source: Primary Survey, Braces in Figure shows %age of number of employees

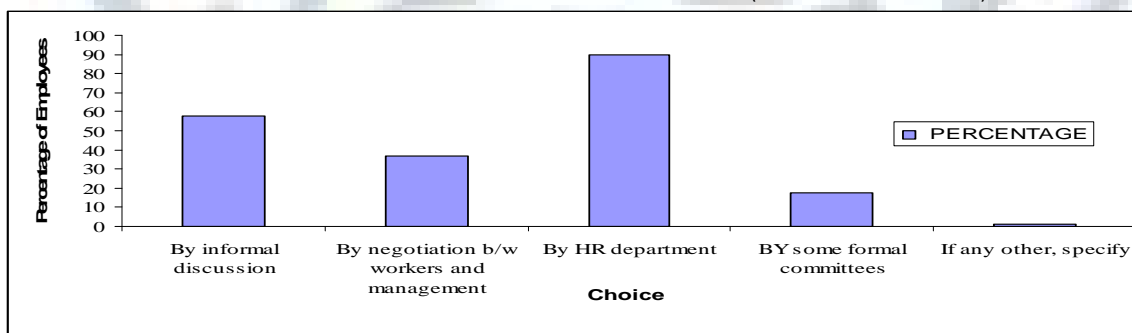
There is no trade union in information technology industry. Just 9.2 percent employees state that there is need for trade union but majority of employees that is 90.8 percent do not want any trade union. Figure 24 shows that 52.2 percent employees state that there is not any effective joint conflict management machinery; whereas 47.8 percent employees say that there is machinery to manage conflict effectively. Grievances redressal machinery exists, is accepted by 50.4 percent employees but 49.6 percent employees refuse it. The 46.8 percent employees are satisfied with grievance redressal machinery while 53.2 percent employees are dissatisfied with it.

TABLE 25 - METHODS OF RESOLVING CONFLICTS (NO. OF EMPLOYEES = 500)

METHODS	NO.OF EMPLOYEES	PERCENTAGE
By informal discussion	288	57.6
By negotiation b/w workers and management	183	36.6
By HR department	449	89.8
BY some formal committees	86	17.2
If any other, specify	5	1

Source: Primary Survey

FIGURE 25-METHODS OF RESOLVING CONFLICTS (NO. OF EMPLOYEES = 500)



Source: Primary Survey

The 89.8 percent employees accept that maximum conflicts are sorted out by human resource department whereas 57.6 percent employees say that it is solved by informal discussions. A low percentage employees that is 36.6 and 17.2, accept that it is sorted out by negotiation between workers and management and by some formal committees. Just one percent employees state that for it other methods are used (Figure 25).

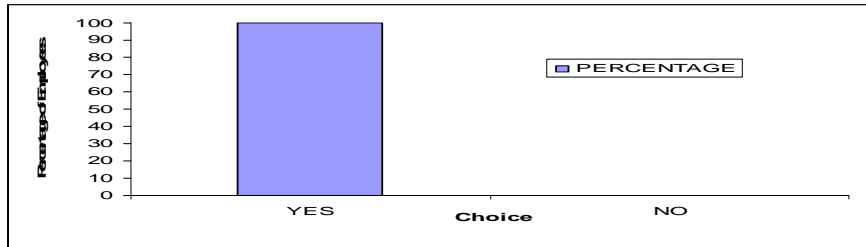
9. HEALTH FACILITY

TABLE 26-PROVISION OF MEDICAL FACILITY IN THE ORGANIZATION

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	500	-	500
PERCENTAGE	100	-	100

Source: Primary Survey

FIGURE 26-PROVISION OF MEDICAL FACILITY IN THE ORGANIZATION



Source: Primary Survey

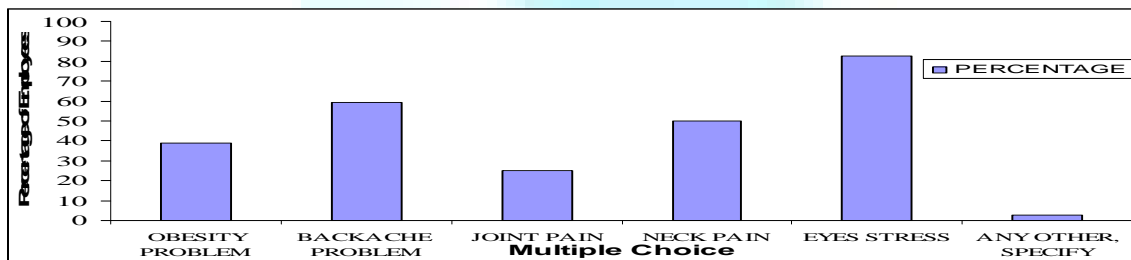
Figure 26 shows that hundred percent employees state that medical facilities are provided to them by their organizations.

TABLE 27-WORK RELATED TO HEALTH HAZARDS IN THE ORGANIZATION (NO. OF EMPLOYEES =500)

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
OBESITY PROBLEM	195	39
BACKACHE PROBLEM	296	59.2
JOINT PAIN	124	24.8
NECK PAIN	250	50
EYES STRESS	413	82.6
ANY OTHER, SPECIFY	13	2.6

Source: Primary Survey

FIGURE 27-WORK RELATED TO HEALTH HAZARDS IN THE ORGANIZATION (NO. OF EMPLOYEES =500)



Source: Primary Survey

In information technology organizations there are various health hazards because of stressful job and long working hours etc. In information technology organizations, near about 82.6 percent employees are facing problems related to eyes because of long time working on computer screen. Other problems are backache problems, neck pain and obesity problem which is accepted by 59.2 percent, 50 percent and 39 percent employees. Joint pain problem is faced by 24.8 percent employees, 2.6 percent employees face other health problems like headache, swelling on feet etc (Figure 27).

10. OTHER ASPECTS

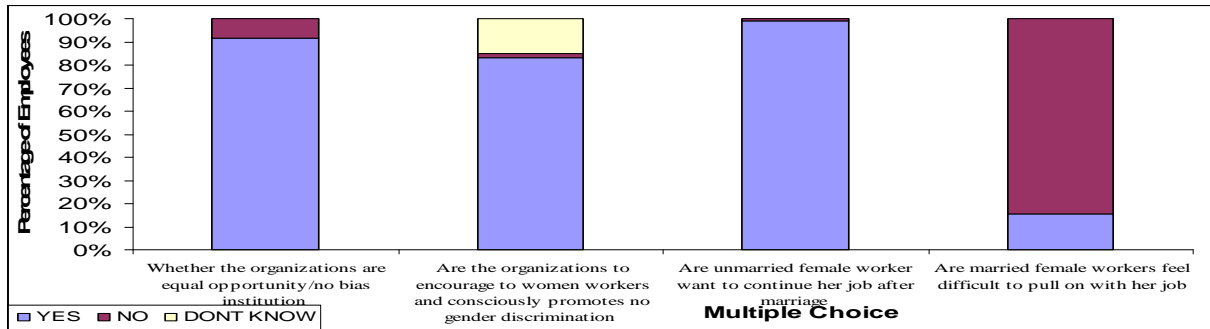
TABLE 28-AN EQUAL OPPORTUNITY /NO BIAS INSTITUTION

MULTIPLE CHOICE	YES	NO	DONT KNOW	TOTAL
Whether the organizations are equal opportunity/no bias institution	457 (91.4)	4.3 (8.6)	-	500 (100)
Are the organizations to encourage to women workers and consciously promotes no gender discrimination	416 (83.2)	8 (1.6)	76 (15.2)	500 (100)
Are unmarried female worker want to continue her job after marriage	108 (99.08)	1 (.92)	-	109 (100)
Are married female workers feel difficult to pull on with her job	17 (15.60)	92 (84.40)	-	109 (100)

Source: Primary Survey

Braces in table shows %age of number of employees

FIGURE 28-AN EQUAL OPPORTUNITY /NO BIAS INSTITUTION



Source: Primary Survey, Braces in Figure shows %age of number of employees

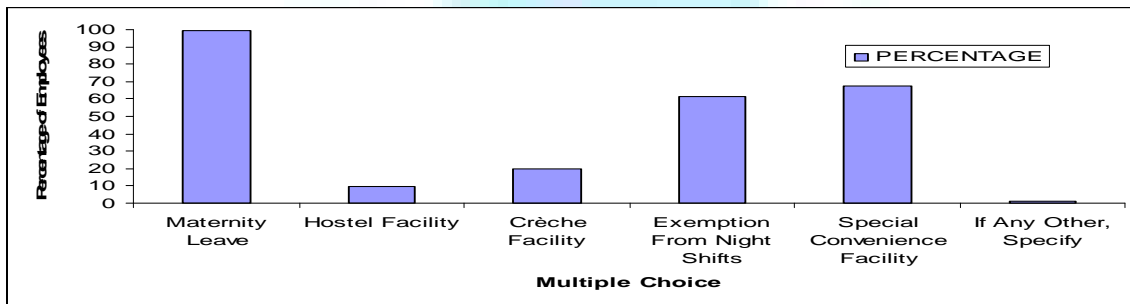
The 91.4 percent employees state that it is an equal opportunity institution but just 8.6 percent employees opted otherwise. Likewise 83.2 percent employees state that information technology industry encourages the woman employees to participate and promotes conscious no gender discrimination policy. The 15.2 percent employees do not know and express their ignorance about gender sensitivity issue. The participation of female employees is low in information technology industry. In case of female employees 84.40 percent feel that they do not feel difficult to pull on with their jobs after marriage but 15.60 percent females feel otherwise. However, 99.08 percent of female employees want to continue their jobs even after marriage (Figure 28).

TABLE 29-FACILITIES TO WOMEN EMPLOYEES (NO. OF EMPLOYEES = 500)

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
Maternity Leave	497	99.4
Hostel Facility	48	9.6
Crèche Facility	100	20
Exemption From Night Shifts	307	61.4
Special Convenience Facility	338	67.6
If Any Other, Specify	7	1.4

Source: Primary Survey

FIGURE 29-FACILITIES TO WOMEN EMPLOYEES (NO. OF EMPLOYEES = 500)



Source: Primary Survey

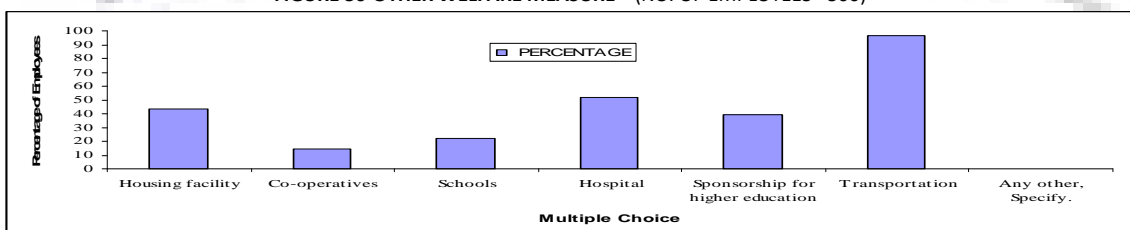
Various employees consider that Information technology industry provides several facilities to the women employees to increase their participation ratio. Figure 29 conveys that near about 99.4 percent employees consider that maternity benefit is provided to female employees when required. The 67.6 percent employees consider that special convenience facility is provided to female employees, whereas 61.4 percent employees accept that exemption from night shift facility is provided to female employees. Twenty percent employees state that creche facility is provided. The 9.6 percent employees' reports that hostel facility and 1.4 percent state that other facility are provided to female employees.

TABLE 30-OTHER WELFARE MEASURE (NO. OF EMPLOYEES =500)

MULTIPLE CHOICE	NO. OF EMPLOYEES	PERCENTAGE
Housing facility	216	43.2
Co-operatives	71	14.2
Schools	112	22.4
Hospital	258	51.6
Sponsorship for higher education	197	39.4
Transportation	482	96.4
Any other, Specify.	-	-

Source: Primary Survey

FIGURE 30-OTHER WELFARE MEASURE (NO. OF EMPLOYEES =500)



Source: Primary Survey

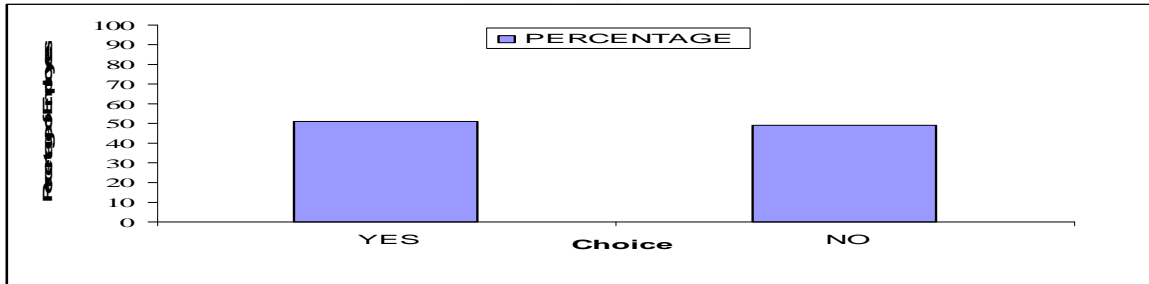
These organisations provide transportation facilities to its employees, 96.4 percent of employees accepted it. The 51.6 percent employees state that hospital facility is provided to them and 43.2 percent employees state that housing facility is also provided to them. Sponsorship for higher education facility is accepted by 39.4 percent employees. The 22.4 percent employees accepted that school facility is provided to them by organisations. A very low percentage of employees that is 14.2, consider that co-operative facility is provided to them (Figure 30).

TABLE 31-PROVISION OF STOCK OPTION IN THE ORGANIZATION

CHOICE	YES	NO	TOTAL
NO. OF EMPLOYEES	254	246	500
PERCENTAGE	50.8	49.2	100

Source: Primary Survey

FIGURE 31-PROVISION OF STOCK OPTION IN THE ORGANIZATION



Source: Primary Survey

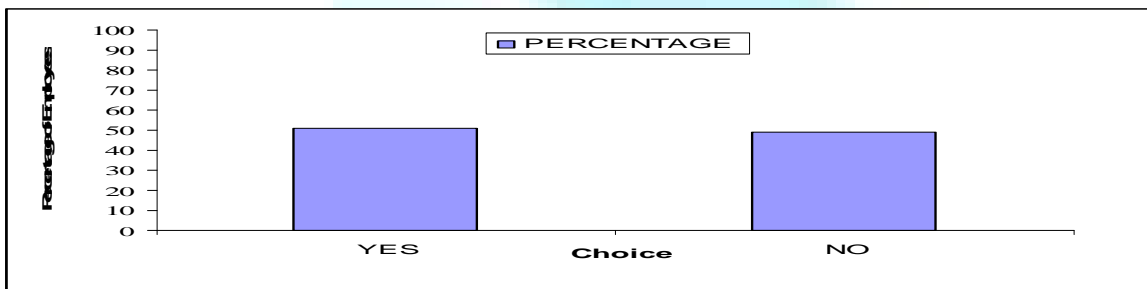
Today, several organizations are providing the stock option to their employees. It means that employees can buy the shares of their organizations but this facility is provided mainly to the senior employees only. In Figure 31, 50.8 percent employees consider that there is provision of stock option for them but 49.2 percent employees state that there is no provision of such facility. Thus, there is fifty- fifty proportion about stock option facility in information technology industry.

TABLE 32 -ADEQUATE STAFF IN ORGANIZATION

CHOICE	YES	NO
NO. OF EMPLOYEES	254	246
PERCENTAGE	50.8	49.2

Source: Primary Survey

FIGURE 32 -ADEQUATE STAFF IN ORGANIZATION



Source: Primary Survey

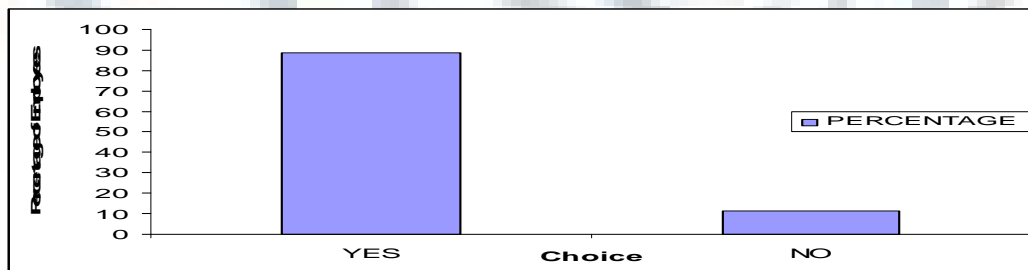
In this survey, 50.8 percent employees state that there are adequate staff members in the organizations but 49.2 percent employees disagreed. There is fifty- fifty ratio of employees who have different opinion regarding adequate staff in organization (Figure 32).

TABLE 33- STRESSFULNESS OF JOB

CHOICE	YES	NO
NO. OF EMPLOYEES	444	56
PERCENTAGE	88.8	11.2

Source: Primary Survey

FIGURE 33- STRESSFULNESS OF JOB



Source: Primary Survey

Although, several welfare facilities and recreational facilities are provided to the employees to reduce their stress, but still 88.8 percent employees confess that it is really a stressful job, just 11.2 percent employees deny that it a stressful job (Figure 33).

SUMMARY AND CONCLUSIONS

- Recruitment, selection, placement, training, performance evaluation, potential appraisal, career planning, feedback and counselling, promotion, transfer, wages and salaries, incentives, employees welfare, social-security, collective-bargaining, trade union, workers participation in management, team-development, organisational development, trade unions, motivation, leadership etc. are the sub-systems of human resource development.
- Human resource development sub-systems must be implemented effectively and be integrated to get maximum benefits.
- Success of information technology industry lies in its knowledgeable, skilled and competent labour-force. Hence, in information technology industry various favourable human resource development practices have been implemented
- In information technology sector, most of the employees are young, technically qualified, urban and male. The participation of women employees and rural workers is relatively lower.
- The monthly income of employees in information technology organisations is very high as well as flexible, which differ from location to location and also depends on size of organisations and skill of employees.
- Data reveals that information technology industry selects its employees through several fair interview and test rounds in organisations, so that they can get skilled and efficient employees.
- Information technology industry is high-tech and dynamic industry, so it provides multi-skill and need based training to all employees employed at any level.
- Majority of employees are satisfied with transfer policy and it is done on the basis of worker's convenience as well as company's requirement.
- Information technology industry pays high wages, compensations, social securities, perks and job security. Provident fund, gratuity, health insurance facilities and compensation in case of major accidents are provided to most of the employees. Employees are highly satisfied with these facilities.
- The working conditions in these organisations are good. The sanitation, ventilation, proper lighting etc are taken care of.
- Many types of recreational facilities - gym, indoor /outdoor games, meditation /yoga classes, library facilities and late night party facilities are provided to employees. Health facilities are also provided to employees.
- 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.
- Various facilities are provided to female employees to increase their participation ratio in this industry. In these organisations there is not any type of discrimination among male and female employees. In information technology industry all employees are equal and have open communication among them
- Various facilities like medical, transportation, co-operatives, hostel and hospital facilities are provided to employees for the welfare of employees. There is also provision of stock option in some organisations.
- Majority of employees accept that in information technology work is really stressful.

In spite of this, information technology industry is a knowledge-led and highly competitive industry giving more priority to its human resource. Majority of employees are satisfied with the prevailing human resource development practices in information technology industry in India.

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