

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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SCIENTIFIC INPUT FOR THE TRAINERS OF HRD PRACTITIONERS IN SOFTWARE INDUSTRY

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ABSTRACT

Software Organization is one of the competing Organizations in the global arena that influence the economy worldwide. There are several resources involved in this software Organization, but the vital resource is the Human Resource. Supervising the Human Resource and Developing is the major challenge for this Organization. HRD Practices followed in this organization have direct influence on their growth, so it is necessary to understand and analyze the HRD Practices involved in it. To study HRD Practices a brand new set of questionnaire designed, for that several levels of discussions were carried out among the HR Managers and Executives, then statements for HRD Practices designed based on the discussions. Then pilot study conducted among the hundred IT employees through survey methodology. Collected data was uploaded in Statistical tool (SPSS) and Factor Analysis done for the data. Then questionnaire statements were categorized into fifteen different groups, and each group have three to five statements which was identified as components of the main variable (HRD Practices). Then reliability and validity study conducted for the questionnaire. The questionnaire statements were parked in survey website and url link was sent to employees to participate the survey. Then a tested questionnaire Occupational Stress is used to study the influence of the variable on HRD Practices. Then for the collected data simple linear regression and multi-regression test performed to study the influence of Demographical Variables on HRD Practices. The result and findings narrated with suitable discussions.

KEYWORDS

Software Organization, Employee, HRD Practices, Human Resource.

INTRODUCTION

Software Organization is one of the successfully industries across the globe. Millions of people working in this Organization, in India software development is finest across the world for lowest cost with best services. Many MNCs expanded their business in India because of the best quality services and low development cost. The contribution of IT industries plays a vital role in the Indian Economy, India's major part of the IT sector flourished in the state of the Karnataka, who gave a grand welcome for the growth of IT industries. Bangalore is an important city which is popularly known as Silicon Valley of India. This is the city where most of the largest Software Organizations was setup and operating their business. One of the Bangalore based Software Organizations is taken to study the HRD practices and its impact on the demographical variables.

REVIEW OF LITERATURE

HRD professionals also have an important opportunity to validate their role in developing human resources. HRD's traditional role in developing expertise in human and organizations is becoming ever more important (Burke, 1995; Eichinger and Ulrich, 1998) and the demand for HRD interventions that provide a consistent and increasing demonstration of return on investment can be expected to rise (Hodgets et al, 1999). Swanson and Holton (2001) defined "HRD is a process of developing and unleashing human expertise through organization development (OD) and personnel training and development (T&D) for the purpose of improving performance" Culture is very much on the 'corporate', it focuses on the creation and maintenance of an entrepreneurial management culture that accelerates growth and enhances effectiveness and competitiveness in large organizations. (Entertainment Close - Up, 2011). Highly productive teamwork requires that team members recognize the team as a unit and as an attractive work arrangement. Fundamental assumptions of contemporary management, and management research, were challenged to integrate social identity findings (Surjith Kumar et.al,2009). The influence of work-family conflicts on distress cannot be ignored in studying the relationship between job satisfaction and work-family conflicts. This is because work-family conflicts result in distress which in turn influences job satisfaction. It is self-explanatory that job stressors influence job distress whereas family stressors affect family distress, following the logic domain specific stressors. The job involvement of an individual is another important antecedent of work interfering with family conflict. But as long as individual is engaged in task seriously this is also going to have its effect on job stress. An individual feels less distressed at job following involvement on job. At the same time, family involvement of an individual would go in favor of that individual in reducing the family distress. The negative relationship between job involvement and job distress, and family involvement and family distress is heavily based on both conceptual and empirical findings from a several researches (Satyanarayana Parayitam, 2008).

IMPORTANCE OF THE STUDY

Now a day's most of the Organizations were automated with the electronic devices that was not allowing the employees to use their skills and ability. Employees having sound knowledge in their work, when their knowledge was not fully utilized they become more restive. Employees were not really involving themselves in the work, because of this and they were losing interest in the work which leads to withdrawal. The behavior of the employees becomes essential for the efficient running of an Organization. The Organizations have developed its own HRD Practice inherited from its founders whose culture and behavior would have major impact in the organization culture. Everyone was expected to perform their duties in a particular way framed by the Organization. Many employees working imaginative and display enthusiasm when working on projects they enjoy probably outside the work. They will throw themselves into activities, which interest them and give them a level of satisfaction. There was a failure to share the same believes and ways of doing things. The response by many was reflected in the symptoms of withdrawal. These behaviors was not exhibited when they was inside the company which was interesting but an important question. This may be because of the HRD Practices inhibits and counters the initiative, which people want to disclose. This is where the importance of the study of the HRD practices becomes more important.

OBJECTIVES

1. To understand the relationship between demographical variables Home Ownership , Mobility and Performance bonus on HRD Practices
2. To study the impact of Occupational Stress on HRD practices

HYPOTHESES

1. H_1 : There is a significant relationship between Occupational Stress and HRD Practices
2. H_2 : There is a significant relationship of Demographical variables Home Ownership, Mobility, Performance bonus, Skill Enhancement, Reward and Personnel Profile on HRD Practices

RESEARCH METHODOLOGY

Research methodology elaborates the research structure, research design, sampling method, data collection, and instrument and data analysis. Pilot study, reliability and validity explain and ensure the suitability of the study instrument.

RESEARCH STRUCTURE

The idea of research was to investigate the HRD Practices in Software Organization and analyze the influence of Occupational Stress and demographical variables on HRD Practices. By administering the questionnaire data were collected from Employee working with the Software Organization through survey methodology and analysis performed

RESEARCH DESIGN

Research is properly planned scientific way of inquiry for solution of a problem, through an organized method. Good research design should provides a clear description about the statement of problem, hypotheses, variables, instruments used, sampling, method of data collection and analysis. A Research design narrates the method and procedure for conducting the research work. "Research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control Variance" (Kerlinger, 1983).

POPULATION AND SAMPLE SIZE**POPULATION**

A subset of a population selected to estimate the behaviour or characteristics of the population. Sample exists to represent its parent population. As per the statistical data (The Hindu, 2004-05), there was 1,584 number of IT companies operating from Bangalore, 512 were multinationals, with 66 of them being Global Fortune 500 companies. The total number of IT professionals working in Bangalore currently stood at 2, 85,000. In the year 2012, total number of IT professionals reach around 4,00,000. A random sample of Respondent selected from the 4,00,000 Employees working in the IT Industries. Yamane (1967:886) provides a simplified formula to calculate simple random sample size (n).

$$n = \frac{N}{1 + Ne^2}$$

Where, n: is the size of sample,
N: is the population of sample, and
 e^2 : is the probability of error.

The sample size for the study has been calculated with $e=5\%$ i.e. 95% confidence level.
Therefore, the sample size for the study was computed as shown below:

$$n = \frac{N}{1 + Ne^2} = \frac{400000}{1 + 400000(0.05)^2} = 532.62 = 533 \text{ Respondents}$$

QUESTIONNAIRE ADMINISTERING

Primary data collection method opted, data were collected from the various software Professionals located in Bangalore during the year 2012. While considering the points such as response rate, non-response, incomplete survey, understanding non-verbal cues, clarification of doubts, motivating respondents to respond after thinking about the problems, issues on the available data and collection methods, the personally administered questionnaire was quiet challenging. Since the survey was confined to software Professional, it was tough for the researcher to get time to meet the respondents individually, most of the time they all busy with project deadline, to get the data collected within a short period of time was very hard. The survey questionnaires were parked in the survey website zoomerang.com then the survey website link send to HR department of the software organization then the HR Manager forwarded the link to Employees to fill the questionnaire. Prior to that Researcher got appointment with HR Manager and explained about the aim of the Research which took three rounds of discussion then Questionnaire link was forwarded. Questionnaire website link also parked in the social website, so their friends can participate in the survey.

QUESTIONNAIRES DESIGN

The main questionnaire was designed to meet with the objective of study, conceptual framework, which was given to its comprehensiveness, length, conceptual clear for questionnaire, multiple choices and Likert scale to measure respondents' evaluation. Based on the review of literature and research articles questionnaire was decided to design new questionnaire for the HRD Practices in the software organization. For designing it was essential to know the content in HRD Practices for software organization. To understand the HRD Practices Interviews were scheduled with experienced HR Manager and HR Representatives working in the software organization, which took several rounds of discussion. Then statement designed for the questionnaire and pilot study conducted among hundred employees. Based on the collected data Factor Analysis performed through Extraction Method: Principal Component Analysis and Rotation Method: Varimax with Kaiser Normalization. Then questionnaire statements were categorized into fifteen different groups and each group have three to five statements which were identified as components of the HRD Practices. The identified components was 1) Learning new Technology, 2) Transferring to other Team, 3) Competency, 4) Grooming, 5) Adaptability & Recruitment, 6) Business Development, 7) HR Planning, 8) Promotion, 9) Retention, 10) Team building, 11) Skill to crack latest Technology, 12) Project management, 13) Performance management and development, 14) Succession planning and 15) Competency development. Then for each component three to five statements was grouped, then the designed questionnaire was sent to HR managers to get their opinion on the Questionnaire. Based on their feedback questionnaire statement was modified.

To understand the impact of Occupational Stress on the HRD Practices an existing questionnaire was used. This questionnaire was sent along with the HRD Practices questionnaire for the Data collection. And reliability of this questionnaire found and mentioned below table1.

PILOT STUDY

Researcher conducted a pilot study to assess the reliability, validity, quality and content validity of the questionnaire. In emerging software organization through HR department for 150 software professionals the questionnaires was sent in the Excel sheet to each employee in email. Among the 150 samples after continues follow up on every week 100 samples was filled. Then reliability and validity study done on the samples, also feedback on the questionnaire collected from the software employees.

TABLE 1. DESCRIBES THE RESULTS OF RELIABILITY COEFFICIENTS FOR SCALES

Reliability Coefficients for scales	Alpha Value in pilot study time	Alpha Value in Survey Research time
HRD Practices	0.7587	0.7714
Occupational Stress	0.7736	0.7956

Based on the result of pre-test and survey research, it was found that the reliability value of export challenges, hardness of the exporters and characteristics of apparel exporters was higher by 0.7. The measurement of the study was sufficiently reliable both for pilot study and survey research.

SURVEY RESEARCH

After conducting the pilot study questionnaire was modified suitably, in order to provide complete, valid and reliable information from the respondents. The questionnaire was designed to suit the aim of study and nature of its respondents. Questionnaire was sent across 900 respondents. However, collected data were around 748 filled questionnaires from the respondents within the stipulated time limit. Statistical tools Used for Analysis. In order to precise results simple linear regression and multi-regression analysis opted.

RESULTS & DISCUSSION

In this study influence of Occupational Stress, Demographical variables demographical variables Home Ownership, Mobility, Performance Bonus, Skill Enhancement, Reward and Personnel Profile were studied. The simple linear regression and multi-regression was found between the HRD practices and Occupational Stress & Demographical variables and the results and discussion was depicted below with suitable citations.

Hypothesis: There is a significant relationship HRD Practices and Occupational Stress

To predict the nature and closeness of relationship between HRD Practices and Occupational Stress simple linear regression analysis was done.

TABLE 2. DESCRIBES THE RESULTS OF LINEAR REGRESSION RELATIONSHIP BETWEEN HRD PRACTICES AND OCCUPATIONAL STRESS

Sl. No	Influencers	R value	R square value	F value	Constant	Beta value	t- value	Significance
1	Occupational Stress	0.052	0.005	2.041	319.668	1.304	1.428	0.154

Note: * Significant at the 0.05 level (2-tailed) NS - Not significant at 5% level (p value >0.05)

The table depicts significant value is 0.154 which greater than significant value 0.005, which clearly indicates there is no significant relationship between Occupational Stress and HRD Practices. R value indicates that relationship between Occupational Stress HRD Practices. R Square value indicates that percentage of variation with Occupational Stress towards HRD Practices. The result indicates Occupational Stress has no significant relationship with HRD Practices, therefore the hypothesis is not accepted. Raitano (2007) mentioned, "Stress can erode employees' physical, mental, and emotional health, lowering their productivity. To reduce job turnover and boost morale, you need to know what causes stress, how to diagnosis it and prevent it." Mohan (1999) "Optimum stress is essential for performing well in one's job. It acts as a drive and can be called Eustress. But once stress exceeds a certain limit it can cause burnout and detrimentally affect work performance." Siegall (1995) quotes " role conflict and coping is integrated with more traditional lines of stress research. It is argued that, because role stress is generated by certain characteristics of a person's environment, coping with role stress is likely to be directed toward those environmental characteristics.

Hypothesis: There is a significant relationship HRD Practices and Demographical variables Home Ownership, mobility and Performance Bonus

TABLE 3. DESCRIBES THE RESULTS OF LINEAR REGRESSION RELATIONSHIP BETWEEN DEMOGRAPHICAL VARIABLES HOME OWNERSHIP, MOBILITY & PERFORMANCE BONUS

Sl. No	Influencers	R value	R square value	F value	Constant	Beta value	t- value	Significance
1	Home Ownership (X_1)	.205	.042	32.697	311.606	6.985	5.718	.000
2	Mobility (X_2)	.117	.014	10.412	328.143	1.848	3.227	.001
3	Performance Bonus (X_3)	.429	.184	168.634	360.255	13.164	12.986	.000

Note: * Significant at the 0.05 level (2-tailed) S- significant at 5% level (p value \leq 0.05): NS- Not significant at 5% level (p value >0.05)

The result indicates the significant value for the Demographical variables Home Ownership, Mobility and Performance Bonus was less than 0.005, which clearly depicts that Demographical variables have significant relationship with HRD Practices. R value indicates that relationship between HRD Practices and Demographical variables. R Square value indicates that percentage variation of Demographical variables towards HRD Practices.

Regression equation $Y = \text{Constant value} + X (\text{Beta value})$

Y is the dependent variable; here HRD Practices was the dependent variable

X is the independent variable; here Demographical variables were the independent variables.

Home Ownership, $Y = 311.606 + 6.985 X_1$

Mobility, $Y = 328.143 + 1.848 X_2$

Performance Bonus, $Y = 360.255 + 13.164 X_3$

The above equations describes that HRD Practices increases by 6.985 unit for every one unit increase in Home Ownership, 1.848 for every one unit increase in Mobility and 13.164 for every one unit increase in Performance Bonus. If the 'p' value was less than 0.05, then the significant relationship exists between the independent variable and dependent variable. A significant relationship exists between independent variables namely Home Ownership ($X_1 = 6.985$), Mobility ($X_2 = 1.848$) and Performance Bonus ($X_3 = 13.164$). Result clearly depicts that there was a significant relationship exist between Demographical variables and HRD Practices. HRD as a profession is passing through a critical phase since its inception and inclusion as a major discipline in management sciences. One of the biggest concerns about the HRD profession is its receptiveness and ability to adjust to changing environmental conditions in organizations. Globalization surfaced as a primary trend affecting organizations and thus HRD in realm of cross cultural communication, diverse management and competitiveness with business value propositions (Metcalf and Rees, 2005; Sklair, 2001; Sparrow et al., 2004).

Human resource development (HRD) has served the needs of organizations to provide employees with up-to-date expertise & had wide-ranging scope and included informal learning on the job, exposure to new technology, attempting computer-aided presentations, orientation courses of study and training or company-sponsored diversity training, career development or outdoor selling assignment, vocational interest inventory, reworking of organisational structure or introduction of norms for developing or changing organisational work culture, setting new targets for efficiency and achievement, redeployment of human resources for a more effective team work, a shift from individual to collective responsibility or vice-versa, and other innovations and experiments for better organisational performance and achievement (Surjith Kumar & Panchanatham, 2012) .

Hypothesis: There is significant relationship between HRD Practices and demographical variables

To describe the relationship between different independent variables affecting the HRD Practices, the multiple regression analysis has been applied, results found and explained below.

TABLE 4. DESCRIBES THE RESULTS OF MULTI-REGRESSION ANALYSIS FOR DEMOGRAPHICAL VARIABLES HOME OWNERSHIP, MOBILITY & PERFORMANCE BONUS AND OCCUPATIONAL STRESS ON HRD PRACTICES

IT Employees Perception towards HRD Practices				
Sl. No.	Independent Variables	Unstandardized Coefficients	t Value	Sig
		Beta		
	(Constant)	0.123	1.603	0.109
1	Occupational Stress(X ₁)	0.212	6.236	0.008
2	Skill Enhancement (X ₂)	0.248	7.785	0.000
3	Reward (X ₃)	0.225	6.846	0.004
4	Personnel Profile (X ₄)	0.241	8.513	0.000
	R Value	0.761		
	R ² Value	0.554		
	F Value	156.620		

Note : Significant at 5 % level (p value <0.05)

$$Y^{\wedge} = 0.123 + 0.212X_1 + 0.248X_2 + 0.225X_3 + 0.241X_4$$

Note: S - significant at 5 % level (p value ≤ 0.05); NS - Not significant at 5% level (p value >0.05)

Where Y[^] is estimated effectiveness of demographical variables on HRD Practices.

The above mentioned equations describes Employee opinion on HRD Practices increases by 0.248 unit for every one unit increase in Skill Enhancement, 0.241 for every one unit increase in Personnel Profile and 0.225 for every one unit increase in Reward . Also, it could be inferred that Personnel Profile was best of overall demographical variable.

The multiple R is 0.761, which reveals that there exists a relationship of 75.1 percent between overall opinion on HRD Practices and Demographical variables. R² Confirmed that the variable explained 55.4 percent variations in the overall opinion on HRD Practices. The result of 'F' value revealed that the explained variation of all the independent variables were valid at 5 percent level (p value <0.05). If the 'p' value was less than 0.05, then the significant relationship exists between the independent variable and dependent variable. Thus, all the independent variables were found to be significant in determining the HRD Practices. From the analysis it describes there is significant relationship between Demographical variables and HRD Practices. So the Hypothesis is accepted . At the organizational level, a successful Human Resources Development program prepares the individual to undertake a higher level of work, "organized learning over a given period of time, to provide the possibility of performance change" (Nadler 1984).

Software and globalization provide both opportunities and challenges to developing countries. Whether these opportunities was successfully utilized depends upon the availability of infrastructure and educational skills, a conclusion arrived at by many development debates over the past few decades. In India, a number of factors have come together to contribute to the success of this industry, in spite of relatively poor infrastructure and education levels. Economy, knowledge and information have taken over from land, labour and capital as the main inputs into production (Uma, 2002). Organizations cannot depend solely on rules and standard operating procedures to ensure effective employee work behavior. There is always some need for discretionary innovative action to adapt to new situations and unusual circumstances. While taking innovative initiatives is widely claimed to contribute to organizational effectiveness, the price that an individual worker may have to pay for taking an innovative approach has hardly been examined (Janssen, 2003).

CONCLUSIONS

The simple linear regression and multi-regression analysis clearly depicts that HRD Practices in this Industry was competitively good, the demographical variables Home Ownership, Mobility, Performance Bonus, Skill Enhancement, Reward and Personnel Profile were good in the Organization. Simple linear regression analysis indicates there was no significant relationship between Occupational Stress and HRD Practices. Simple linear regression test confirm there was significant relationship exist between HRD Practices and demographical variables. Multi-Regression analysis indicates there was significant relationship between HRD Practices and demographical variables. The 'X' of the each demographical variables value shows the exact number of units it influence of the HRD Practices. It was concluded that demographical variables have significant relationship with HRD Practices, so the Hypothesis (H1) was accepted and Occupational Stress not having significant relationship with HRD Practices, so the Hypothesis (H2) was not accepted.

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