INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

IJRCM

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INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE & MANAGEMENT

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed *5000 WORDS*.

10.   **FIGURES &TABLES**: These should be simple, crystal clear, centered, separately numbered &self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.

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- Use (**ed.**) for one editor, and (**ed.s**) for multiple editors.
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- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
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- For titles in a language other than English, provide an English translation in parentheses.
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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

INDIVIDUAL FACTORS CONTRIBUTING TO PEOPLE STABILITY IN IT & ITES SECTOR IN POST GLOBALIZED ERA

DR. PARUL PANDEY
VICE PRESIDENT & INDIA HEAD, TALENT & DEVELOPMENT
DEUTSCHE BANK
BANGALORE

DR.GEETA BANSAL
ASSOCIATE PROFESSOR
UNIVERSITY SCHOOL OF OPEN LEARNING
FACULTY OF COMMERCE & MANAGEMENT
PANJAB UNIVERSITY
CHANDIGARH

ABSTRACT

The study was conducted to explore what the best of IT and ITES organizations in India were doing to ensure people stability in the IT and ITES sectors in India in the post globalized era. The study followed the grounded theory and the case study methodology wherein the raw qualitative data was chunked under the one critical antecedent dimension i.e the individual factors. The sampled organizations; Genpact, Infosys and Google were finalized through incidental sampling within theoretical sampling. The qualitative data was collected through 95 long interviews, participant observation and secondary data .The software, Atlas. ti was used to content analyze the data . The main findings of the qualitative study showed that creating people stable organizations was an interesting juxtaposition of individual factors and organizational people practices in the backdrop of overall organizational strategic factors. However in the present study only individual factors contributing to people stability have been explored and discussed in detail. These are 1) Initiator & Contributor 2) We person 3) Long Term Perspective 4) Innovative 5) Analytical & Technical Skills 6) Learning Orientation 7) Positive Demeanor. Thus it has been recommended that people stability can be ensured through enhancing employability and providing seamless growth opportunities, hiring people with Initiator Contributor and We persons profile, mentoring supervisors, preventing negativity, giving opportunities to solve real problems and last but not the least building a rigorous and vigorous HR department.

JEL CODES
M51,M52, M53.

KEYWORDS
people stability, individual factors, grounded theory methodology. Initiator & Contributor, We person, Long Term Perspective Innovative, Analytical & Technical Skills, Learning Orientation, Positive Demeanor.

1. INTRODUCTION

Globalization has changed us into a company that searches the world, not just to sell or to source, but to find intellectual capital - the world's best talents and greatest ideas."

Jack Welch

The Indian IT & ITES industry has been facing immense volatility since the last 8 to 10 years. The first phase was marked by massive growths and hence humongous need for talent; and the second phase showing a steep fall in the global demand leading to a lot of existing talent becoming redundant. In the first phase, the issues of 'People Stability' were emanating from a severe shortage of employable manpower and hence the high mobility of the talented people. In the second phase, the same organizations within India are scanning their flab under sever crunch. The current "Melt Down" is actually the epitome of volatility and would prove to be the acid test for the organizations' People Stability.

With the constantly changing mosaic of the Indian industry, particularly that of the IT & ITES Sector after liberalization and Globalization, there is substantial movement of the talent pool voluntary or involuntary. It is also important to understand the context of IT & ITES sectors as obvious to the business model all the production that happens in these companies happens due to the people only. The current research aims at finding out the individual factors that can contribute to stable organizations in today's post globalized Indian economy.

2. REVIEW OF LITERATURE

The literature has been reviewed for people stability and individual factors.

People Stability has been seen as different from **job satisfaction** defined by **Hoppock (1935)** as indicated by all the feelings of an employee; mental, emotional & physical, in response to a work situation. The concept of job satisfaction, however, has different shades of meaning & and focus. **Vroom (1964)** defined job satisfaction as a feeling of ease on a continuum in the context of role & responsibility. **Smith et al. (1969)**, described Job satisfaction as a worker's emotional response to various job related factors. **Porter & Lawler (1968)** added a dimension that satisfaction can be derived from the difference between the actual gain a worker gets at work & what he should gain from one's own point of view. **Lock (1969)** defined job satisfaction as "The pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values." Walker e al. (1977) differentiated the intrinsic & extrinsic factors leading to job satisfaction.

People Stability is also different from employee **commitment**. Employee Commitment can then be referred to as a state or as a process of employee-organization attachment, the importance of organizational commitment is shown in terms of employees' willingness to remain with and promote and act in the interests of the organizations (**Meyer Allen, 1997; Postmes et al., 2001; Tourish and Hargie, 2004**). Employees emotional attachment to and identification with the organization and its values (referred to as affective commitment) or on their fear of the costs of leaving (referred to as continuance or calculative commitment) **(Depickere, 1999); (Postmes et al., 2001)** or indeed a combination of both **(Allen and Meyer, 1990)**.Considering the above definitions it seems quite clear that **Job Satisfaction is a pre- requisite to organizational commitment.** According to **Fletcher and Williams, (1996); Yavas and Bidur, (1999)** job satisfaction has a positive correlation with organizational commitment. Employees who are satisfied with their jobs have greater organizational commitment than those who are not.

Finally people stability is also different from **engagement.** Engagement as envisaged by **Kahn (1990, 1992)** an employee is engaged when he is psychologically present when occupying and performing an organizational role. This psychological presence has been qualified by two critical components: attention & absorption, or energy, efficacy, vigor, dedication & absorption. **(Maschlash, 2001; Rothbard, 2001; Schaufeli et al., 2002).** Most of the definitions pertain to

emotional & intellectual commitment to the organization **(Baumruk, 2004; Shaw, 2005; Richman, 2006)** or they relate to some additional effort beyond call of duty exhibited by employees in their jobs**. (Frank et al. 2004). Saks (2006)** provides a very interesting view of where engagement falls in relationship to other similar constructs like satisfaction, commitment, OCB and intention to quit. According to Saks employee's engagement is a mediator and exhibits the earlier discussed constructs. However, in his research engagement only partially explains the consequences. Hence the researcher understood the construct as an independent one in the ladder of Stability and not as a mediator.

EXTANT LITERATURE FOR INDIVIDUAL FACTORS

Though most of the research available is on working conditions or job characteristics as a major cause for job satisfaction, some researchers propose the role of personality variables leading to job satisfaction or commitment. Some of the earlier studies on dispositional factors on satisfaction were conducted by **Schneider and Dachler (1978**) and **Staw and Ross (1985)** and concluded that much of the variance in job satisfaction was accounted for by dispositional factors or genetic factors, **Arvey, Bouchard, Segal, and Abraham (1989).**

Personality traits such as orientation toward work, degree of ascendancy, and degree and quality of interpersonal orientation (**Day & Silverman, 1989**); or agreeableness and conscientiousness (**Organ, Lingl, 1995**); or overall positive demeanor (**Cote & Morgan, 2002; Diener, Nickerson, Lukas & Sandvik, 2002**) have been studied as affecting satisfaction. The big five personality factors have also been studied by researchers and found to be influencing well being or satisfaction, commitment **(Judge, Higgins, Thoresen & Barrick, 1999; Dijkstra, Dierendonck, Evers & De Dreu, 2005; Silva, 2006; Chang & Lee, 2006).**

Some researchers have also found demographic characteristics like age, gender also to be influencing satisfaction & commitment. E.g. **Okpara (2006)** found that higher the age higher the level of satisfaction exhibited. Similarly, **Labatmediene, Endrulaitiene & Gustainiene (2007)** also found a significant relationship among organizational commitment, age, and the level of education.

Certain other personality factors which could be highly relevant or related to initiator & contributor profile like locus of control (**Patten , 2005**) have been studied and seen that though there is very little difference between the two groups of external & internal locus of control, if the context had high structure and external LOC person showed more dissatisfaction. This study brought forth the inter- dependence of individual factors & organizational practices and also correlated with unique organizational designs within different business organizations.

The above selected research studies show that the behavioral competency initiator contributor can be related to multiple psychological constructs like, psychological ownership, internal locus of control, pro active, conscientious etc. We person equates with constructs like agreeableness, cooperative. In addition, there were some other constructs in the literature like positive personality traits & cheerfulness both of which have also come out to be important in the current research.

The existing literature also shows that some of these individual factors significantly impact individual performance, satisfaction or commitment and even directly impact the intention to quit. Thus this clearly validates the need to study the critical individual factors as contributors to individual stability.

3. NEED & SIGNIFICANCE OF THE STUDY

The main reason for undertaking this research was that 'Organizational People Stability' is of utmost importance to all organizations, especially those in the knowledge domain. More importantly, Stability as a concept, akin to the term 'Culture' seemed to include anything and everything in an organization. Though it was a much talked about issue in the Indian business environment, the research in this area was limited to smaller parts like 'satisfaction, commitment, retention strategies etc. At this juncture it could not be said whether all of these joined up to enhance stability or there was more to it. Hence, after defining People Stability, such companies were systematically identified that indicated the same and using Case Study & Grounded Theory methodology, individual factors contributing to people stability were culled out.

The absence of any previous research on 'People Stability' and the individual factors responsible for stability as a comprehensive collection of antecedents makes this research all the more significant.

4. STATEMENT OF THE PROBLEM

The established fact is that there in volatility in the current phase in the Indian IT & ITES sectors. This volatility or turbulence emanates from the globalized Indian economy where the changes in the global economic environment directly impact the Indian businesses. While this impact is seen far and wide across industry segments, it is particularly visible in the IT & ITES, because of the sheer business model of more than 70% of revenue coming from exports. As the production in these segments is done solely and solely by people (and not machinery), the impact is experienced most by the people. The organizations have a choice of increasing and decreasing the human resource as per the business demand.

Hence, this research would find out the role of individual factors in creating stable organizations and ensure mutual trust between organizations & people.

5. OBJECTIVES OF THE STUDY

To find out the individual factors contributing to people stability and Creating a People Stable Organization in the Context of IT & ITES Sector in the post Globalized India.

6. RESEARCH DESIGN

The present research is basically exploratory in nature. The method of Grounded Theory & Case Study was chosen due to the nature of topic under study. **People Stability**, as a comprehensive construct had not been studied empirically in any existing literature. In this study of Grounded Theory Evolution, a broad framework was used with no hypothesis to facilitate chunking of raw qualitative data on Individual Factors.Besides the above, qualitative data was also collected in two more forms, 10 days of '**participant observation**' and '**document analysis**'.

POPULATION & SAMPLE

Theoretical sampling method was employed. The sample was selected at two levels:

- Organization Sample
- Employee Sample

The organizations had to be in IT and ITES sectors in India, the researcher chose the best known organizations operating in India. **Infosys Technologies**, **Google India** and **Genpact**.

To understand the individual factors leading to stability, interviews were conducted with an incidental sample of **vintage employees** within these organizations i.e. those who had spent more than four years in the same organization. To understand the HR policies & practices an incidental sample from the **HR team** was interviewed. Finally to understand the leadership perspective and role to create stability, an incidental sample of the **leadership team** were interviewed.

PROCEDURE ADOPTED FOR DATA COLLECTION

Participant observation notes and other documents handed over by the HR & Corporate communications department were collected. Individual one hour interviews were scheduled by HR with vintage employees across locations like Hyderabad, Chandigarh, Gurgaon, Bangalore and Jaipur. Data was collected in the form of digital audio files from interviews, and all the other data was collected again in digital word or PDF files.

TOOLS USED FOR DATA ANALYSIS

The qualitative data was analyzed by using 'content analysis software': **Atlas.ti**. This facilitated in analysis from the constant comparison of events.

Stage one was to use free codes, then these were clubbed together to form categories, and concepts. These concepts were then put together as construct families. Each construct was accompanied with a groundedness score and a density score. Only the highly grounded ones were included in the theoretical model.

7. RESULTS AND DISCUSSION

"Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds."

Colin Powell

During the interviews with employees, senior management and with HR, the one major critical dimension that evolved was that while organizational practices were imperative to people stability, it was also important to hire right.

The people who came on board had to have some inherent traits to add to stability of the organization. The evolution of individual factors emanated from concerns that some people are pre disposed to high mobility & less stability. These are the kind of people who would leave the organization any ways. As the research was to find out factors about people who stay and are stable, a lot of background data about the vintage employees (who have stayed with the company for more than 4 years) was collected. This background data included all the demographic details like age, sex, place of permanent residence, place of work, education etc. The idea was to map these demographic characteristics to stability. Additionally, the HR & senior management were also asked what they looked for in people before hiring, especially pertaining to stability. Also, as success during the job tenure came as important for stability, the researcher asked about critical individual factors that contributed to the employee's success.

Hence, Individual Factors emerged from three categories of quotations, i.e. the kind of people that the organizations under study hired; the kind of people who were successful within the organizations and the kind of people who were more stable within the organization.

Thus the Seven factors describing individuals who contributed to organizational people stability by being stable themselves and creating an environment conducive to stability are the ones who exhibit the following characteristics;

1) Initiator & Contributor
2) We person
3) Having long Term Perspective
4) Innovative
5) Analytical & Technical Skills
6) Learning Orientation
7) Positive Demeanor.

The following fig. (i) illustrates all the sub constructs as derived from the software Atlas.ti.

FIG. (i): INDIVIDUAL FACTORS CONTRIBUTING TO PEOPLE STABILITY IN AN ORGANIZATION
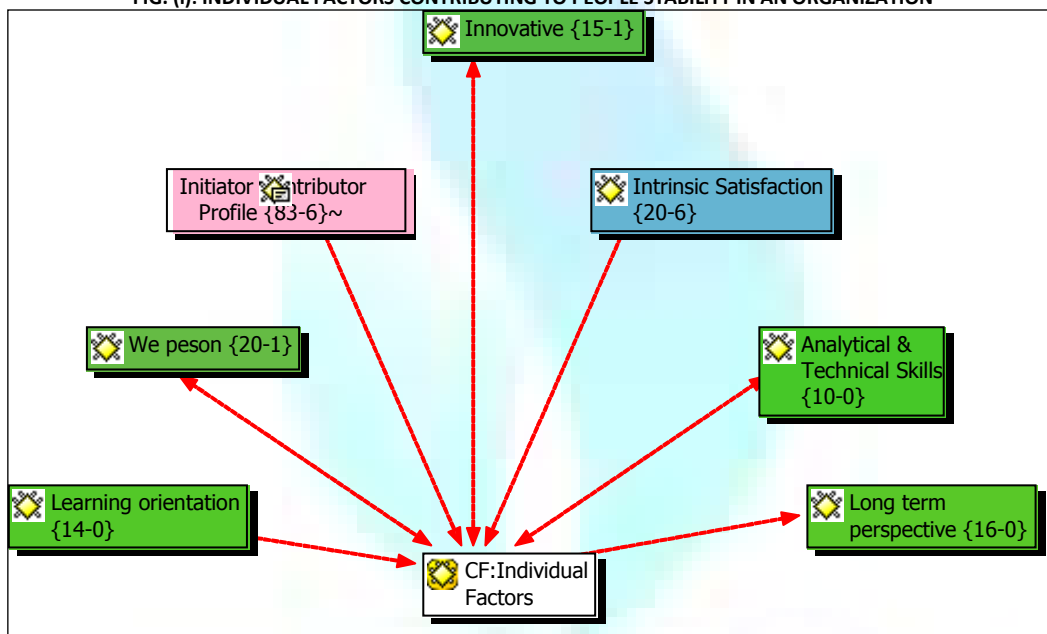
Isa	Is a
<>	contradicts
=>	Is a cause of
[ ]	Is a part of
==	Is associated with Family
{--, --}	{Groundedness, Density}

Source: Network View of family Individual Factors, Atlas.ti

The above figure clearly depicts the groundedness & density of each of the evolved constructs and their relatedness in the family of construct Individual Factors. The highest groundedness and density is for initiator & contributor profile at 83 and 6.

Each Individual factor leading to people stability within the organization has been detailed below.

7.1 THE INITIATOR & CONTRIBUTOR

Initiator & Contributor denotes a person **who does not wait for instruction to start or initiate an action he thinks would be good for the team or organization. For him getting other people's support also is not a pre condition for completing a task. The clear focus of an initiator & contributor is on what he does (task) and what is the result (impact).** Behavioral indicators of initiator contributor are Thinking of what is good for the team or organization's success or the society at large; initiating action, completing action.

This profile came out to be the single most important factor. Most of the descriptions of individuals who are more stable were bringing out the fact that they don't wait for instructions. Professionals at any hierarchical level who own the result in their orbit, be it individual, team or their department and who initiate action for improvements in process or delivery are clearly more engaged and in the right context (right organizational environment) are more stable. Secondly, they mapped their success to actual contribution they have made or result they have achieved; higher designations, increments & perks were seen by them as side gains and not key motivators. The key codes that were associated with the construct Initiator & Contributor are depicted in the figure (ii) below:

FIG. (ii): INITIATOR & CONTRIBUTOR PROFILE
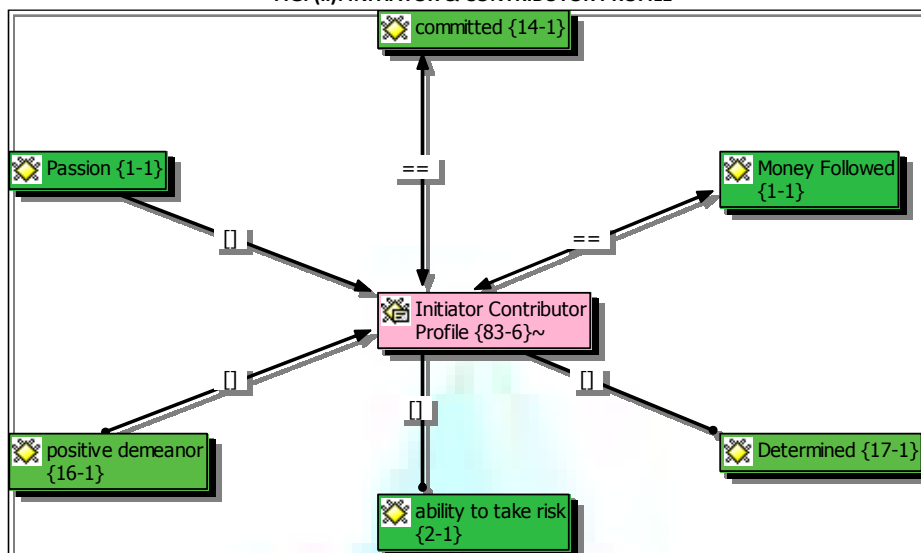
Isa	Is a
<>	contradicts
=>	Is a cause of
[ ]	Is a part of
= =	Is associated with Family
{--, --}	{Groundedness, Density}

Source: Network View of Construct Initiator Contributor, Atlas.ti

The above figure (ii) on Initiator & Contributor Profile, depicts all the sub constructs that evolved from the interviews and were somhow or the other related to the main construct. The code |Determined| usually associated with behaviors like 'despite not clearing the entrance a couple of times, the person tried again and again to make it.' The code |Committed| was associated with a predisposition of wanting to give back to the organization which had contributed so much to the employee. The code |Positive Demeanor| was given to statements like, "I was clear on what I wanted, and to that end, sought feedback from others and developed myself." Likewise the other codes like ability to take risk, money not being the first motivator however it followed & passion all connected up with the entrepreneurial mind set. However, the construct was not named as entrepreneurial mind set as it was an already known construct with multiple dimensions and had the possibility of losing the exact meaning of the competency at hand 'Initiator & Contributor'.

7.2 WE PERSON

We Person is one who likes to generate energy & enthusiasm in others for his ideas; enjoys working in groups & like to share credit with others. Behavioral indicators of 'We -person' are consideration of others, reaching out to people, sharing own ideas & builds enthusiasm, working well in teams & sharing credit with others.

This construct got labeled as 'we person' as in the interviews the descriptions were pertaining to a thought process of a person; A person who prefers to think 'we' rather than 'I'. This construct is a higher degree than team player where the description is more transactional. A team player is one who cooperates, a 'we person' is one who naturally thinks of cooperation as inherent in the job; who extends himself; reaches out and shares knowledge and success. 'We person' pertains more to a mind set rather than behaviors. The construct we person is grounded to the level of 20 and dense at 1.

7.3 LEARNING ORIENTATION

This construct got linked through quotes in the interviews like, "I always knew what I wanted in the organization. And to reach where I wanted to, I had to learn new skills; I was actively sought feedback and worked on my skills." This kind of a quote got coded as |Learning Orientation| (ready to learn new skills); and was related to |Initiator & Contributor| (taking action on themselves). Even from the organization's point of view, the kind of people who were successful within the system & grew into a long term career within were those who were high on learnability, who could learn a skill or concept and apply its variations to different roles |Learning Orientation|. Learning orientation has a groundedness score of 14 and density of 0.

7.4 LONG TERM PERSPECTIVE

Quotations pertaining to long term perspective were: "I was not looking for fast promotions; I knew that each day I'm learning something new and am growing." Or "I saw my friend getting a promotion despite us being in the same batch, but I was not disheartened. I had the faith and was looking at a long term career within Genpact. I used to talk to her (friend) a lot and wanted to learn from her. She gave me a lot of fruitful advice and within six months, I got my promotion as well." Additionally, when the same employees wear a management cap they look at their team members as 'GenY wanting fast promotions, questioning the system etc' which leads to instability. Long term perspective is grounded to the level of 16.

7.5 INNOVATIVE

The construct 'Innovative' was grounded to the level of 16, exclusively in Google. Innovativeness though found mention in the ITES sectors was not a critical factor for success of the job leading to stability in the organization. Quotations like, "You have to continuously find better & faster ways of doing the same things; we give actual time off to think up new ideas," threw light on innovation as a value for success of the organization. In one interview Mr. Rajeev Menon, Senior Manager in Google described the value that the organization put on Innovation. He said, "I have just come back from a session in Google U.S. where across the whole organization, people voluntarily participated in presenting their ideas backed with facts and a business plan. The top people reviewed the plans and huge sums of money was put behind (to finance) the best ideas. These ideas were chosen through voting!" The company swears by continuous innovation. The construct innovation is grounded to the level of 15 and dense at 1.

7.6 INTRINSIC SATISFACTION

In addition to the above clear constructs closer analysis of the data as a whole threw light of the fact that there is a large chunk of people within the organization who add to the people stability by their stable disposition. This disposition mostly got articulated as 'Satisfaction' or 'Comfort'. This has been displayed in the figure(iii) below.

FIG. (iii): INTRINSIC JOB SATISFACTION
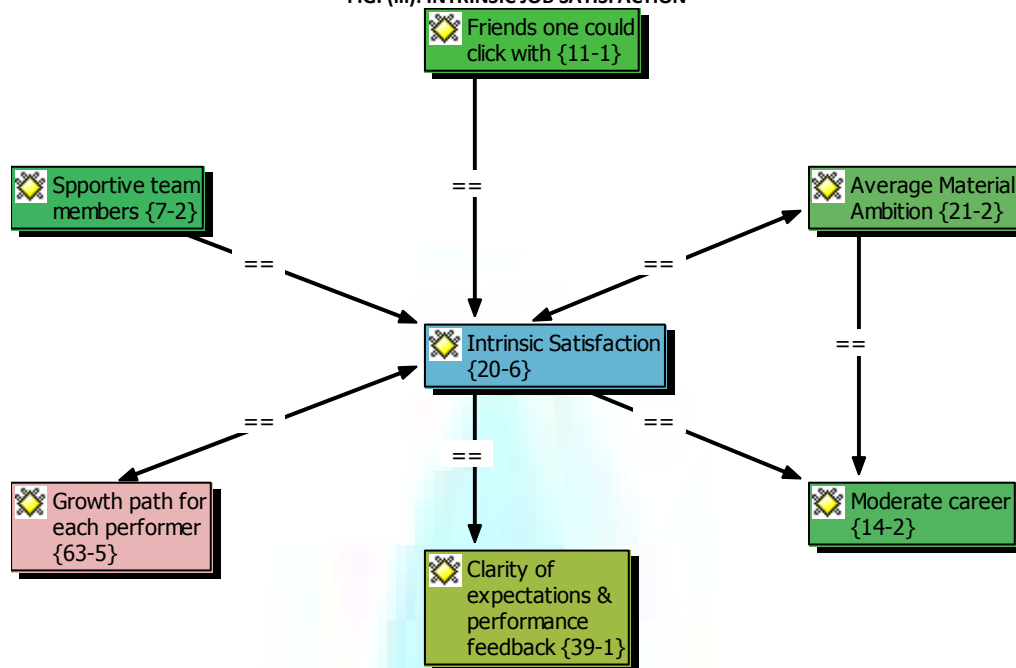
Isa	Is a
<>	contradicts
=>	Is a cause of
[ ]	Is a part of
= =	Is associated with
	Family
{--, --}	{Groundedness, Density}

Source: Network View of Construct Intrinsic Satisfaction, Atlas.ti

The evolved construct intrinsic satisfaction has been beautifully illustrated in the following quotation.

"Success means doing the best we can with what we have. Success is in the doing, not the getting; in the trying, not the triumph. Success is a personal standard, reaching for the highest that is in us, becoming all that we can be."

Zig Zagler

Out of the 95 executives interviewed, 20 were satisfied in the current state of decent growth and a fairly comfortable work & environment. In every organization contributing to the People Stability is this group of people who want to do a good job, who are happy being at work and have very few complaints. If the organization practices some bare minimum operative norms, this group of people would be stable. While overtly, they seem less ambitious, further probing revealed that they define their aspirations in the form of the kind of work they want to do rather than the kind of material gains they accumulate. They're committed to their work and they grow at an average pace within the organization. This construct has a groundedness score of 20 and a density of 6.

7.7 ANALYTICAL & TECHNICAL SKILLS

Though initiator & contributor profile of individual is most grounded & dense, it only comes after the basic pre requisite of sound analytical & technical skills. Most people ignored talking about this factor as this was taken for granted as eligibility criteria for hiring. The people who came on board had to cross the functional competence interviews before reaching the issue of stability.

8. FINDINGS OF THE STUDY

The tremors emanating from volatility in the post globalized Indian economy posed a big challenge to find out the individual factors leading to people stable organization especially in the IT and ITES segment.

The current study was conceptualized to explore what the best of the IT and ITES organizations in India were doing to ensure people stability The study followed the grounded theory and case study methodology.

The technical review of literature revealed the preconditions of people stability which are: satisfaction, commitment, engagement, and motivation and organization citizenship behavior.

The major findings of the qualitative study showed that creating a people stable organization was an intricate and fine juxtaposition of individual factors and organizational people practices in the backdrop of overall organizational strategic factors.

The people stability definition that has evolved out of the study is "*Organizational People Stability is a **dynamic** organizational state where both the **organizational management and most people** share a **compelling mission**, are bound by mutual trust & **invest themselves completely** to **succeed** together as **one entity.**"*

The Individual Factors contributing to people stability are: Technical and Analytical Skills , Initiator & Contributor , Positive Demeanor & Learning Orientation, We Person, Long term perspective ,Innovativeness, and Intrinsic Satisfaction.

9. RECOMMENDATIONS AND SUGGESTIONS

BUILDING BLOCKS OF A PEOPLE STABLE ORGANIZATION

*Organizational People Stability is a **dynamic** organizational state where both the **organizational management and most people** share a **compelling mission**, are bound by mutual trust & **invest themselves completely** to **succeed** together as **one entity.***

…**People Stability: The evolved definition from the research**

1. **ENSURE AND IMPLEMENT FUTURISTIC & EMPLOYABILITY ENHANCING TRAINING & DEVELOPMENT INITIATIVES ON AN ONGOING BASIS**

'Opportunities for Learning & Development' for each employee has come out the single most grounded practice in brand delivery. Organizations need to look beyond 'need based training', what has evolved is that **generalized training that enhances employability and future deployment is the core to the training function**. The training function needs to organize futuristic training that may or may not relate to the employees job today. This again portrays immense trust that the organization puts in that individual. Most organizations would refrain from imparting training for tomorrow due to the fear of losing him to other organizations. However, people stable organizations do not work from this defensive stand point, when the whole system is designed to ensure stability; when this person also knows that he would be able to utilize the new skill within the organization, there is lesser possibility of losing him.

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Learning & Development as a practice in organizations needs to break the four walls of the training function, **significant learning happens while solving real problems & extending oneself to jobs outside of one's purview**. Every organization can develop forums for improvement projects that tap potential from across functions.

2. ENSURE SEAMLESS GROWTH OPPORTUNITIES FOR INDIVIDUALS INSTEAD OF FOLLOWING STRAIGHT JACKETED HIERARCHICAL GROWTH PATTERENS

This leads people to develop a long term view. If employees can see where their talent is, and also know that the organization is willing to hone the talent and put it to use, they do not feel the need to move to other organizations. Movement across functions, across processes, across project team should not only be encouraged, but also be implemented with smoothness. In many organizations internal job postings are declared on the intranet, however, in actual they+ experience phenomenal roadblocks in the process. Sometimes the immediate supervisor is not interested in relieving the employee from his current role; at other times, the competency expectations for the job are not given clearly, leading to misplaced judgment of self of the employee. Flawless implementation is the master key to this practice being effective.

3. HIRE PEOPLE WITH 'INITIATOR –CONTRIBUTOR' & 'WE PERSONS' PROFILES FOR ENSURING LONG TERM PEOPLE STABILITY

Successes are achieved by people, systems and processes are only enablers. Besides the fit to the unique business design, the critical factors that need to be screened at the time of hiring are **Initiator & Contributor profile & We Persons.** A balance of these two factors within one person or within a group ensures marked stability. However, the people who grow faster within the hierarchical system should be exhibiting both these competencies

An Initiator & Contributor, knows what is needed, initiates action, generates energy amongst others, completes initiatives irrespective of hurdles and is keen to evaluate the impact of the initiative.

We Person, thinks of the larger good, helps others and reaches out, enjoys working in groups, shares credit and develops others.

Competency based interviewing is highly recommended at the time of hiring and also during assessments for promotions. The recommended interview schedule is given below.

People with high rate of intrinsic satisfaction In all the organizations studied one critical individual factor of **intrinsic satisfaction** came to the fore front. This category of people define ambitions in terms of doing and not having, they have average ambition for material gains, and contribute to the best of their knowledge. Hiring a certain percentage of this profile depending on the business model would go a long way contributing to people stability.

4. BUILD A VIGOROUS & A RIGOROUS HR DEPARTMENT

Finally, at the core of all these practices is a vigorous HR & Corporate Communications department pulsating with energy. They not only meet people on a regular basis but also continuously collect data, mark trends and devise practices to prevent instability.

Every growing business has a department for business intelligence, extremely strong in analytics. Additionally, every growing business needs to have a **Department of HR Intelligence** or **HR Analytics**. The key deliverables for this group are research within the organization and to continuously feed the data back into the system. The suggested research for this department for internal publishing on an ongoing basis is:

- Efficiency of each hiring source in ensuring people stability
- Turnover in each department
- Demographic profile of people who quit early and those who stay long
- Reasons for exits department wise
- Competency pool amongst employees lying unutilized
- Red alerts for anticipated exits
- Performance trends predicting exits
- Performance trends predicting stability
- Life cycle maps of each employee to enable supervisors & department heads for planning

There could be multiple researches within the organization that would significantly help in policy decisions to create stability. To cater to this need, HR department needs to equip itself with competence on research and statistical tools.

In the end, it is recommended that all the above recommended practice models be implemented with a spirit of building an institution and not as strategies for retention. Right from the core of the organization i.e. a powerful mission to contribute, up to the last piece of the organization design, each should be in consonance and synergy in order to create a People Stable Organization.

10. CONCLUSION AND IMPLICATIONS OF THE STUDY

The kind of people, who come on board, has an extremely strong implication in IT & ITES both. Besides the unique needs of each segment, the common needs are to hire initiator & contributor profile & we persons.

The findings of this study have important implications on organizations wanting to design People Stable Organizations. The key constructs that evolved in the theory are directly & significantly contributing to people stability of the organizations. In the current context of global economic uncertainty, each IT & ITES organization needs to look into the Individual Factors in order to stay afloat and set a foundation for future successes.

One critical implication of the findings of this study is that an organization is like a ship in water where it has to continuously balance all critical elements, in order for all aboard to reach the destination safely. Right from hiring decisions & managing the life cycle of individuals all has to synchronize with the overall organizational goal of making a difference and contributing significantly.

11. LIMITATIONS OF THE STUDY

As essential for Grounded Theory & Case study methodology, the study is limited to one representative sample for each IT & ITES: Indian origin, MNC and Foreign origin MNC's operating in India only.

Out of the three critical constructs; organizational strategic factors, organizational practices and the individual factors contributing to people stability, only individual factors have been explored in detail in the present study due to the fear of spreading the scope too wide.

12. SCOPE FOR FUTURE RESEARCH

As this research opened the possibility of multiple studies leading to Organizational People Stability, each one is discussed below.

- Only two critical individual factors have been studied as contributing to individual stability, a fresh instrument measuring all the individual factors and their relation with individual stability could be studied in further research.
- Another new paradigm could be studied where in individual factors are hypothesized to be mediating factors between organizational practices & individual stability.

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APPENDIX

APPENDIX 1: COMPETENCY BASED INTERVIEW SCHEDULE FOR INITIATOR & CONTRIBUTOR PROFILE

Q1. Describe a situation when you were handling a project, what were the key objectives of the project? What were your objectives for your self and your team?
Probe: How did you seek clarity of goals and objectives? How did you ensure clarity of objectives for you're your team?
Probe: Who all were involved? What steps did you take? What was the result?
Q2. Describe of a situation when you felt a need for action/ intervention and took the initiative to execute the same?
Probe: Who all were involved? What steps did you take? What was the result?
Q3. Describe a situation when you faced roadblocks or resistance from within your team or outside? How did you manage the situation?
Probe: Who all were involved? What steps did you take? What was the result?
Q4. Describe a situation where you put in time, resources and effort towards meeting a clear objective? How did you evaluate the impact or the final contribution?
Probe: Would you call it a success?
Probe: What could you have done differently to enhance the final result?

APPENDIX 2: COMPETENCY BASED INTERVIEW SCHEDULE FOR WE PERSON

Q1. Describe a situation when you went beyond your call of duty to do something for your team members, or anyone else?
Probe: Who all were involved, what was the result?
Q2. Describe a situation when you had to work in a group varied requirements and demands?
Probe: What was your role, what did you do, what was the result?
Q3. Describe a situation when you & your team achieved great success?
Probe: How did you celebrate success?
Probe: How did you recognize others who contributed in the success?
Q4. Describe a situation where you had a team member whose performance was not up to the mark and you had to work on developing his/ her skills?

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