

HUMAN RESOURCE MANAGEMENT PRACTICES IN SOFTWARE INDUSTRY – A SELECTIVE STUDY

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Abstract: *One of the essential areas of management is human resource management, it is determined as most important area to inquire the important role of human resource practices such as recruitment, selection, training and development, performance appraisal and compensation in software industry. Human Resource Management does not only mean to enhance the productivity in the organisation it also means to improve high degree of morale and satisfaction. It is observed that many software companies are practicing similar human resource management practices. The software company TCS is taken as the sample company for the study. The main focus of this paper is to evaluate various Human Resource Management practices in software industry. The data is collected through secondary sources. The major findings of the study is to understand the conceptual framework of Human Resource Management practices and to know the best Human Resource Management practices in Tata consultancy services.*

Key Words: *Human Resource management practices, Recruitment, Selection, Performance appraisal, Software companies.*

1. INTRODUCTION:

The word Software means set of programmed instructions stored in the memory for execution. Software is a recent development in human history which consists of development distribution and maintenance. In 70s many of the people doesn't understood about software, various multinational were the largest providers of hardware and few operating systems. Over the last few years Information Technology is taking part a key role in Indian economic performance and GDP growth. India has proved itself as a destination of choice in quality, customer service, and time to time entry into market, reliability and security features like intellectual property rights, R&D services and network security. The competitive liberalised, privatised and globalised economy pushes the organisations to utilize all their available resources in achieving competitive advantage. In 21st century Human Resource Management is considers as key driver and human resources are considered as asset of the organisation.

The human resource practices in Indian companies are originated from administrative practices and termed as Personnel department. In 90s Human resource department is widely accepted by various textile, manufacturing, telecommunication, construction, media, hospitality, healthcare and IT services. Traditional HRM practices confine to Recruitment and Selection, Training and development, Performance appraisal and compensation.

HRM practices are defined as practices, policies and systems that influence employee's behaviour, attitude and performance. HRM practices are based on business needs of the firm within the context of culture, structure, technology and process (Amstrong)

Human resource management is a practice of recruiting, hiring, deploying and managing organisations employees. The present study is an insight into details of Human Resource Management practices in software industry.

1.1 Need of the Study:

The purpose of the study is to evaluate human resource practices and its framework in selected software industry. This study will highlight the factors affecting human resource management practices and various challenges faced by software industry. There is a great importance for human resources especially in software companies with relatively high people cost and low capital cost. Software companies will spend more on various HRM practices like Recruitment, Selection, Training, Career planning and development, Performance appraisal as secret of business success rotates around people rather than capital. The critical resources are employees a software company hires motivates and retains while the value employees create in software companies take in the form of intangible asset like intellectual property rights.

2. Objectives of the study:

- To study about existing Human Resource Management practices in India
- To study about conceptual framework of HRM practices.
- To study about HRM practices in Tata Consultancy Services.

3. Review of Literature:

Ravindra UttamRao kanthe and Dr. Rajesh U Kanthe in his study on Human Resource Practices in small scale industries explained HRM practices in an organisation will bridge a gap among workers and management which will enhance the productivity and efficiency of workers in small organisations.

Osman etal(2011) in his study on relationship between HRM practices and firm performance –an empirical assessment of firms found that the effectiveness of implementing HRM practices in a company will have a major impact towards the firm performance.

Dr.R.Khader Mohideen and A.Sophila Alphonse in their study Human Resource practices in cement industries special reference to RAMCO. Ltd. Ariyalur explains career and succession planning has a strong relationship with HRM practices than all other independent variables considered suggested that company should conduct many awareness programmes related to HRM policies and practices which will improve knowledge of employees.

R.Gopinath and Dr. S.Shibu in his study on few Human Resource Development practices influence job satisfaction .HRD practices is a known field under the concept of management .several theories and models and tools have been developed to promote its manifestations.

Pankaj Tiwari and Karunesh Saxena (2012) in their study on HRM practices : A comprehensive review concluded that the organisations should have to implement innovative HRM practices, while designing and implementing HRM practices one important thing is kept in mind that HRM practices should be analysed from time to time and it should be updated accordingly.

Dr. S. Balsubramanian and Mr. V. Antony Joe Raja in their research study expressed that companies are facing lot of skill shortage, talent crunch and attrition those related historically made companies feel the internal customer also more important equally with external customers, so every company try to devise innovative HR practices to attract best talent, that enables the company to retain talents.

4. Human Resource Management practices in India :

HRM practices refer to how an organisations HR programs are implemented for experience by lower level employees and managers.HR practices capture the potential for variation in employee’s perceptions and experiences of HR program based on quality of the HR program implementation (Arthur and Boyles2017).

Human Resource management practices (Redman and Mathews)

1 .Careful Recruitment and Selection:

- a. Total quality recruitment
- b. Zero defects recruitment

2. Extensive Remuneration systems

- a. Bonus available for staff willing to be multi skilled

3. Team working and flexible job design

- a. Encouraging a sense of cohesiveness and designing empowered jobs

4. Training and learning

- a. Front line staff having enhanced interpersonal and social skills

5. Employee involvement

- a. Keeping employees informed of key changes in organisation

6. Performance appraisals.

5. Factors affecting Human Resource Management practices :(Ozutku and Ozturkler)

External factors :(Kane and palmer)

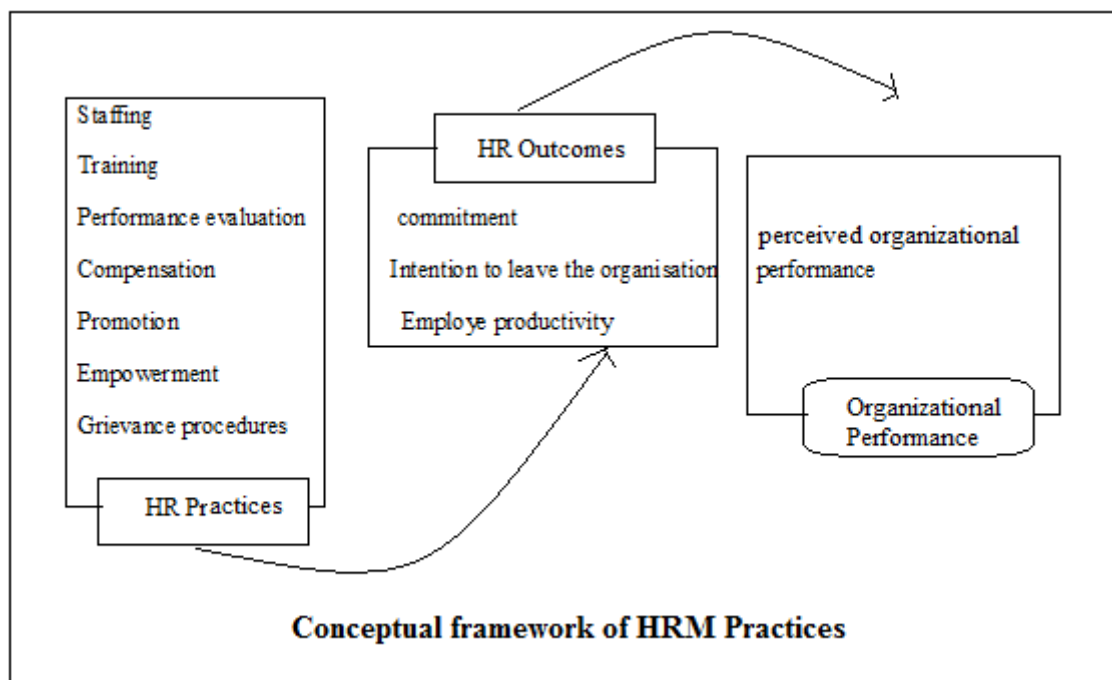
Technological National culture, Industry characteristics, legislations, actions of competitors, actions of unions and globalisation.

Internal Factors:

Organisational size, organisational structure, business strategy, human resource strategy, top management, line management, power and politics, academic and professional influence on HRM practices.

6. Conceptual framework of HRM practices :

Framework shows how external and internal factors affect HRM practices and how these practices generate certain benefits for the organisation and ultimately lead to overall corporate performance. The review of various studies conducted on HRM practices shows that there are several factors inside and outside the organisation that affect HRM practices and the HR managers should carefully analyse these factors while designing the HRM practices .These practices link with long term objectives and strategies of the organisation and practices should be evaluated from time to time by conducting a survey among the employees. Traditions of the organisations must be kept in mind while designing and implementing HRM practices. Management must give possible support morally and financially to the department in implementing the practices. These practices differ from country to country based on countries specific environment.



7. Human Resource Practices in TCS:

Tata Consultancy services are an Indian multinational company headquartered in Mumbai founded in the year 1968 by the division of TATA sons limited. IT was initially started as Tata computer systems. In 1980, TCS established India's first software research and development centre. In the year 1981 it started client-dedicated offshore development centre. TCS ranked 64th in the Forbes Worlds most innovative companies ranking, making it both the highest –ranked IT company and the top Indian company. On August 25th 2004, TCS became a publicly listed company, In 2005, TCS became first India based IT services company to enter into bioinformatics market. In 2006 it designed ERP system for the Indian Railway catering and Tourism corporation. TCS is one of the largest private sector employers in India and fourth largest employer among listed Indian companies crossed more than 500,000 employees as of 8th July 2021. Rajesh Gopinathan is the present CEO of the company The main focus of the company is to help customers achieve their business objectives by providing best innovative practices .the main HRM practices are

- **Talent Development:**

In the year 2018 TCS focussed on internal talent development at scale, making large investments in digital learning platform that empowers employees to acquire new skills and stay relevant at the time of immense technology change. All over 247,000 employees were trained in digital technologies. An inclusive learning pyramid has been designed for learners at every level, including new hires, middle managers, and technical architects, with programs defined across technology, leadership, domain and languages.

- **Career management:**

Company has launched multiple initiatives to help employees grow in their careers and created a platform called career hub enabling capture and fulfilment of career aspirations of employees, and providing them a mentoring platform. Employees can choose their own mentors based on the match with their aspirational skill sets.

- **Talent Engagement:**

Company has created software called as CARA which is a artificial intelligence based HR assistant that answers employee questions on HR policies. GEMS for social collaboration, learning, sharing and reward and recognition within the organisation. SAFETY FIRST is for employee safety and security. FIT4LIFE for fraternity of health.

- **Diversity and Inclusion:**

a. **Talent acquisition:** Potential employees are selected purely on the basis of performance, merit, competence and potential parameters that may specify in the respective countries policy on eligibility of employment.

b. **Talent development opportunities:** All the associates are provided the opportunity to develop individual and organisational competencies through learning programs.

c. **Learning programmes:** Include TCS orientation, intercultural effectiveness, product development cycle, case studies, soft skills, quality, are offered through various training methodologies like instructor –led training, e-learning, computer and video based training, guided self study, and other external training programmes.

- **Working hours at TCS:**

This policy is to ensure that employees comply with the required working hours and work timings and effectively execute the responsibilities. The company follows 5 day working week from Monday to Friday with 45 hours per week.

- **Leaves and Holidays:**

Paid holidays are 10 per year in which 8 are fixed for all branches and 2 are flexible which differ from branch to branch, 16 earned leaves, 7 casual leaves and 10 sick leaves per financial year.

8. CONCLUSIONS:

In the present globalised environment companies productivity and efficiency is having a major impact on Human Resource management Practices. companies are facing lot of skill and knowledge shortage so innovative HRM practices should be framed and implemented to found successful and also to compete in the globalised market. These HRM practices will differ from one company to another company from time to time because such practices will affect financial performance, employee turnover and employee commitment positively.

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