An Approach towards HR Practices in Indian IT Sector

Renu Rana[1]; Shikha Kapoor[2]; Sandeep Kumar Gupta[3]
[1]Research Scholar, AIBS, Amity University, Noida, India.
[1]ims.renurana@gmail.com
[2]Professor, Program Director - PhD, Amity University, Noida, India.
[2]skapoor2@amity.edu
[3]PhD, Professor, IIMT College of Engineering, Greater Noida, India.
[3]skguptabhu@gmail.com

Abstract
This paper analyses the various HR practices in the Indian IT sector. To gain a competitive advantage in maintaining the brand image IT companies has to add some prominent HR Practices and also has to delete the atrocious HR Practices. The objective of this paper is to identify both good and bad HR practices in the Indian IT sector and their effectivity on the human resource management system. It has been found that IT companies with good HR practices have a sound human resource management system and they are becoming the leaders in the service market. However, the responsibilities and duties of HR professionals have been increased with all such practices. It has been very well defined that companies who can manage their human resource effectively will gain many advantages in the productivity and growth of the firm. This paper is a qualitative approach to better understand the good and bad HR practices and understand their importance in the Indian IT sector.

1. Introduction

In small as well as in large companies, and HR function needs a balanced approach between industry standards and innovative business techniques. The other truth about the High Impact organizations is "the basic rights for HR leaders". Perfect execution of the fundamentals of HR functions of recruitment, handling Payroll, remuneration, employee growth & development should be efficacious and timely and the organization would be known to it. The HR professionals are provided

with the strategic agenda and all rights for the execution of the HR functions in the organization. Rights are necessary for taking the responsibility and authority of work.

On the other hand, there is a need for continuous improvement at every step of operations. For the incremental transformation and continuous improvement, the High Impact HR organization keep moving with the changes and improvement processes. No doubt, the better results need efforts while restricting, repairing and rebuilding the functions. Change is essential in the process of transformation. High –Impact HR organizations leaders design the decisive HR functions that can be easily adopted by the workforce, management as well as by the workforce.

Remember, HR resource is not a machine or object –they are living beings. They have feelings, they think, they perceive, they analyse, and they are different in terms of background, experience, culture, age and knowledge. HR leaders should take easy and agile steps for the improvement of this source. However, things are changing at a rapid speed. The working environment and would change in the coming years because of the latest technology updates and user- friendly organization system.

For an effective HR system, there is a need for adopting the best HR practices and deleting bad HR practices. So, the IT HR managers of the firm should be intelligent enough to manage the HR practices and policies properly. HR in IT companies should be the business partner of the firm. Also, the HR leaders now take part in organizational decision making, the time has changed when they were only considered administrative people. They have now become invaluable members of the organization.

This paper reflects the good and bad HR practices in the Indian IT sector and suggests those practices to the IT leaders for effective human resource management.

2. Review of Literature

HR Practices

In the Current Scenario, the change in Human Resource Management is beyond our imagination. Recognizing these changes, there is an urgent need for advancement in the fundamentals of Human Resource Management. Best HR practices help the Indian Corporates in building an image and make a mark in the global league. Best HR practices build up the capabilities of an organization to handle the current and future challenges in the field of HR management. Globalization creates heavy pressure on corporates (especially IT industries) to be competitive and energized. The effect of

this pressure is pervasive and the survival of business will depend upon the continuous improvement of the organization. Corporates have to flourish with creative and innovative HR practices to meet the highly competitive business environment. The HR department responsibilities also increased to meet these challenges and to bring out the best techniques to manage the manpower.

Good HR Practices

Bersin & Associates identified the best HR Practices – how they will be implemented, how they work and improve services and how we measure the effectiveness and efficiency of the system. Few of these HR practices were dependent on the size of the organization, the business environment, history of the organization and tice of leadership style.

The first HR practice of High Impact HR organization is the **"Business Development Process and HR Structured Governance Model"** The organization that has a clear understanding of their business and involvement of the HR leaders in decision making are always have profitability and growth in their operations. HR teams should have good relationships with their business partners and an understanding of building up the business development model.

The second practice is **"Business Relevant Manpower Planning"**. The development of the business will depend upon the workforce an organization have. The top companies incorporate job analysis and workforce throughout the forecasting of the workforce throughout the year. Identifying the right talent from the market is a challenging task for HR leaders. The companies need to translate the definition of a skilful workforce and should analyse the segment of the external workforce. The talent needs to develop timely and there should be processes for continuous improvement of the employees. The challenges for HR managers increase day by day as the job is not only to search for the right candidate but to develop those candidates with all the necessary skills required for the organization.

The third Best HR practice is "**The Vision Mission and the right HR philosophy**". Companies with a good image made accurate HR philosophies and have a vision and mission statement for their employees. HR philosophies should be focused on cultivating innovation and association at the workplace. The effective HR philosophies are based upon strategic planning, dynamic working environment, leadership style and adoption of technologies for the activities. There should be proper guidelines for the HR community to follow and implement each process. The companies must select statements that both motivate and inspire the workforce.

The fourth HR practice is "**Defining HR Roles Correctly**". The HR leaders working hard for changing their roles from administration level to management level. Years back the role of HR was much similar to the documentation work and restricted to making a salary, marking attendance and maintaining the profile of the employees. With changing time the role of HR is refined and redesigned. High impact HR organization invites their HR people in decision making, making policies and developing skills. Now the work culture is different in the hands of HR. The concept of the HR department is changed and updated with the latest needs for today's organization.

The fifth HR Best practice is **"Implementing Versatile HR Organization Structure".** Successful organizations follow a flexible and adaptive organization structure. Flexibility is the core part of improvements. Rather, no HR model in itself is the tool of HR success. The perfect combination of policies and structure must be designed and the employees of the HR department need to adopt each policy in their operations. HR leaders should be a part of decision making while designing the HR policies. High Impact organization invites their HR leaders for participating in the major decision-making process for the employees and the organization.

The Sixth HR Best practice is "**Community Building HR System**". Things become easy and agile if there is a communicable platform for employees, stakeholders and clients. The relationship between employers and employees and employer and employees is as important as other functions.

Social networking is an effective way to stay connected with each other 24*7 and can share thoughts and feelings easily. Knowledge management portals, recruitment on the web, online training and workshops help various HR stakeholders to research out their need easily.

The Seventh HR Best practice is **"HR measurement strategies for activities and results"**. The measurement strategies are very necessary for the evaluation of operational measures and HR people measures. For business alignment, effectiveness and efficiency organizations evolved various measurement strategies. The latest HR technologies and new HR skills have fostered HR organizations to become more advance and data-driven. Now, the HR data can be uniformly gathered as well as analysed properly. Such measurement strategies yield fair connections between efforts of the HR function and the individual man in the production of the company.

The Eighth HR Best practice is **"Developing internal HR teams"**. Companies invest big amounts in the development of the business and neglect to invest in their employees, which is not justified. Companies should invest time and money for the growth and development in a discipline like knowledge management, relationship management, change management and talent management. All current HR best practices must teach them the benefits of social networking and other HR technology.

The Ninth HR Best practice is **"Outsourcing HR Services"**. If there is a necessity of outsourcing HR services which the organization internal teams are unable to perform than the organization should go for it. In some conditions, it happens that we have to look out for effective skills and talent. Sound organizations are mostly outsourcing their core services of HR, like payrolls, perks and benefits. Some companies outsource strategic services like strategic recruiting, learning and development, etc. Organization outsources those HR services which need expertise and global coordination. Multi-National enterprises outsource numerous HR services from core HR organizations.

The Tenth HR Best practice is **"Improving Line-Manager Capabilities**". The business performance is dependent on Line –Manager Capabilities as they are responsible for the major operations of the companies. With HR management the leaders should focus on the core operations process such as production management and inventory management. Teamwork and coordinative force are necessary for performing every single job in the companies. No department can work alone and can achieve success. Unity is a strength and this principle must be there at the workplace for effective management.

Bad HR Practices

Mostly organizations focused on good HR Practices, however, it is pretty useless until if bad HR Practices will continue to persist. One should also identify and eliminate bad practices timely. Here are the top Bad HR Practices:

1. **Over-Confidentiality of personal data:** over the confidentiality of salary data, leave records, promotion details and attendance records create negativity and suspicion which affects the employer-employee relationship.

2. **Uncleared Deliverables:** The Job Description and Job Specification must be clearly defined to the employees and their superiors. Otherwise, it will affect the result and the ability of employees.

3. **Performance without goals:** Employees who are not aware of the goals of the organization would never achieve their targets. The objectives and goals should be introduced to the employees so that they can fix their targets to achieve the company goals and this will benefit both the organization as well as employees.

4. **Employee Development without his/her involvement:** The projects assigned to the employees should be known to them and the training managers should nominate the candidates to various development programs. Else, the development program may not be significant to the individuals and results may differ and leads to unplanned employee development, wastage of time, money and efforts.

5. **Rusting of Talent:** New employee experience new challenges, innovates and contributes, after that the work becomes a routine and monotony take over. It is the responsibility of the managers to shift and give new projects to the old employees so that employees can innovate at every stage and learn new things randomly.

6. **Non-Performers Lobby:** The non-performers always remain glued to the chair. The bad is when the non-performing superiors have to review their subordinates who are high-energy youngsters and professionally competent. Such employees either leave their company and increase the attrition rate. Somehow, it will create a non-performers lobby and ultimately impedes the growth of the organization.

7. **Retaining Performers:** Identifying and retaining the high performers is vital and important than getting rid of non-performers. Retaining the best talent should be the major concern of HR managers as it will be one of the important resources for the growth and development of the organization.

8. **Lack of Feedback:** The employees vary in the opinion of leadership in the organization. They are aware of the roles and responsibilities of their workplace. It is the responsibility of the management to analyse the objective feedback so that productivity will never affect.

9. **Technology Phobia:** The older employees deny to acknowledge that the latest technology can substitute HR staff by giving accurate, timely and quality information in the big decision of the organization. Rather, they suggest that IT employees should be there to manage IT-based systems.

3. Conclusion

This study concludes that HR leaders should analyse both good and bad HR Practices for the betterment of the organization. It is important to impose good HR practices but it is most important to eliminate the bad ones. This study has suggested that timely HR practices should be revised based on the type of organization. The responsibilities of HR leaders are to manage the manpower with effectiveness as the role of employees in IT companies would be most team-based as compare to other organizations. The best HR practices will always beneficial for the growth of the organization.

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