CHAPTER – 6
FINDINGS, SUGGESTIONS
AND CONCLUSIONS
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The purpose of this chapter is to present the finding and implication of the Human Resource Management Practices in Multinational Companies- a Case Study in Indian IT Industry.

NEED FOR THE STUDY:

It’s no secret that business success today revolves largely around people, not capital. This is of great significance especially in ‘people businesses’ like software companies with relatively high people costs and low capital costs. According to Barber&Strack, (2005) people businesses are those companies with relatively high employee costs, a high ratio of employee costs to capital costs, and limited spending on activities, such as R&D aimed at generating future revenue. The question of where and how value is being created or squandered could be identified in people-intensive businesses by looking into metrics of productivity of people rather than of capital.

The critical resources are employees a software company hires, motivates and retains. While occasionally, the value employees create in some software companies does take the form of intangible assets like intellectual property, brands, and the like, most employees in people businesses like IT services and products concentrate more on creating short-term value directly for customers, month to month and year for year, without the intermediary step of creating an intangible asset.

The distinct but generally unappreciated economics of people-intensive businesses like software call not only for different metrics but also for different management practices. Even slight changes in employee productivity in software companies have a significant impact on shareholder returns. In such cases “human resource management” is no longer a support function but a core process for line managers. It goes without saying that managing people is a key task for any company. But in a people business, this task becomes central to success because employees represent both the major cost and the major driver of value creation, People management measures that lead to even small changes in operating performance can have a major impact on returns (Barber &Strack, 2005).
Given the high financial stakes, people management needs to be a core operational process and not solely a support function run by the Human Resource department. Line managers have a vital role to play in improving employee productivity, in terms of both business issues (such as whether to concentrate on large or small accounts) and management issues (such as how to create an organization and work environment that fosters productive output). If success in a capital-intensive business comes primarily from making the right investment decisions, success in a people-intensive business comes from hiring the right people and putting in place processes and an organization that makes them productive (Barber & Strack, 2005). Managers also need to ensure that the employees' interests are aligned with a company's business objectives and their execution. It is crucial to keep employees engaged and productive.

IMPORTANCE AND SIGNIFICANCE OF THE STUDY:

The information system has become a wide and diverse discipline and Information Technology has moved from the back office, closed system end – user controlled open system. The competitive software industry has become an increasingly important part of advanced industrial economies. According to NASSCOM (2007) India is set to face a talent crunch of half a million IT professionals in the next few years.

Despite the global economic slowdown of 2007-08, the Indian IT software and services industry is maintaining a steady pace of growth. Software development activity is not confined to a few cities in India. In fact, software development centers such as Bengaluru, Hyderabad, Mumbai, Pune, Chennai, Delhi-Noida, Gurgaon, Vadodara, Bhubaneswar, Goa, Chandigarh, and Thiruvananthapuram are also developing quickly.

According to NASSCOM (2007), the biggest hurdle to the growth of the IT industry is talent scarcity. Successful organizations in the 21st century will be those that attract, retain, develop and reward individuals who have skills and knowledge to creatively approach customers, stake holders and take advantage of the opportunities that offer

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in a globalized market. An organization can reach its maximum potential, if each employee develops and achieve goals that support personal and organizational success.

The practice of HR in a knowledge driven era has assumed greater significance since the companies are looking workers today and therefore, management of people has become extremely important. In a tight labor market, attracting and retaining top talent requires a thoroughly thought out strategy that is tailored to the individual characteristics and needs of the company. The main goal is to hire the right type of people at the right place at the right time.

OBJECTIVES OF THE STUDY:

The primary objective is to study Human Resource Practices like Recruitment and Selection, Training & Development, Career Planning Development, Performance Appraisal and Employee Retention in CMM Level 5 certified IT Companies besides there are secondary objectives are also there

1. To study the HRM practices in selected IT companies.
2. To study the attitudes and perception of Employees related to HR practices
4. To compare the HR practices of selected IT Companies with the help of Cross-Case Matrix.

HYPOTHESIS OF THE STUDY:

Based upon the objectives the following null hypothesis are made

H1: There is no statistically significant difference among selected IT companies with regard Recruitment and Selection process.

H2: There is no significant difference among selected IT companies with regard Training and Development Strategies.
H3: There is no significant difference among selected IT companies with regard to Career Planning Development.

H4: There is no significant difference among selected IT companies with regard to Performance Appraisal System.

H5: There is no significant difference among selected IT companies with regard to Employee Retention Strategies.

Based on Null Hypothesis Five (H5) the following sub-hypothesis were formulated:

H5.1: Salary increment affects the Employee Retention.

H5.2: Location preferences affects the employee retention.

H5.3: Salary structure of the company affects the employee retention.

H5.4: Safety and security affects the employee retention.

H5.5: Performance based growth affects the employee retention.

H5.6: Peer Relationship affects the employee retention.

H5.7: Rewards and recognition affects the employee retention.

H5.8: Promotion affects the employee retention.

H5.9: Change of role and responsibilities affects the employee retention.

H5.10: Job rotation affects the employee retention.

H6: There is no significant effect of Recruitment and Selection process on organizational Commitment.

H7: There is no significant effect of Training and Development Strategies on organizational Commitment.

H8: There is no significant effect of Career Planning Development on organizational Commitment.
H9: There is no significant effect of Performance Appraisal System on organizational Commitment.

H10: There is no significant effect of Employee Retention Strategies on organizational Commitment.

SCOPE OF THE STUDY:

The study is focused on only the certified companies, since the study of uncertified companies or the unorganized sector, may not project the true picture of the industry. So, only CMM Level 5 certifies companies are selected for the research. The study focuses on Human Resource Management Practices in Multinational Companies.

Cross-Case Analysis

As this study is conducted on CMM Level 5 certified Companies and is multi–company research work, the ‘Cross-case Analysis’ method is found more suitable to find the facts (Four CMM Level 5 Companies are taken for the study). In the first stage cases are developed, with the help of the data from interview and secondary data schedule of various companies. Later the cases are analyzed through ‘Cross – Case Analysis’ by developing Cross Case Matrices. Finally the employee opinions are taken to arrive at conclusions and suggestions.

POPULATION AND SAMPLE SIZE:

The target population in this study is CMM Level 5 certified Companies and is multi–company research work. The selected CMM Level 5 certified IT Companies are Tata Consultancy Services Ltd, Infosys Technologies Ltd, Wipro Technologies Ltd and HCL Technologies Ltd. The sampling method that was considered in the present study was convenient sampling Four Companies had been selected from the List of CMM Level 5 Companies. For the employee opinion 150 respondents are chosen from each company, so the total number of employee respondents is 600.

SOURCES OF DATA: The study is mainly based on primary data. The secondary data is used to supplement the primary data. The main source of primary data is collected through Interviewing HR personnel with the help of interview schedules and
Collection of data from employees through opinions schedules. The Secondary data is collected from company reports, referred journals, magazines, newspapers and text books and Internet is also used to collect secondary data from various websites.

**TOOLS OF ANALYSIS:**

After collecting information from the sample respondents, the data were analysed according to the objectives and hypothesis stated. In this study data analysis is carried out with the help of Statistical Package for Social Sciences (SPSS 17 version). The statistical analysis used in the study is both descriptive and inferential statistics.

6.1. **FINDINGS OF THE STUDY:**

**Human Resource Practices in IT Companies**

**Recruitment and Selection Process**

1. The major challenges faced by HR managers in recruitment of IT personnel are Adaptability to globalization, Lack of motivation, Process analysis and Strategic prioritization.

2. It is found that latest recruitment trend in IT Industry are outsourcing of recruitment process, poaching/raiding and e-recruitment.

3. It is found that a majority of IT companies has preferred both internal and external sources for recruiting the candidate for the job. The major external sources of recruitment for IT companies are Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Employee referrals, Walk-in, E-recruitment and internal sources are through Transfer, Promotion and Upgrading.

4. It is identified from the cross-case analysis that majority of IT companies have employee referral schemes and also provide proper rewards are to be given for best recruited.

5. It found that the majority of the company is following the common format for their selection process. The main stages in the selection process of IT Companies consist of Screening Interview, Application Blank, Selection Test, Selection Interview, Referral Check, and Hiring Decision.
6. The interview process of TCS has three stages: Technical Interview, Management Review and HR interview. Once the candidate clears all the three stages he is prompted to complete his online application form for offer generation. The offer initiation takes a minimum of 5 days from the day of complete online application. After the offer has been rolled the candidate accepts the offer and then initiates the Background Check (BGC) process and submits the relevant supporting documents. If the BGC process is positive for the candidate, he/she is called for the induction process at a date close to the joining date. The candidate is then redirected to the specific ISU for project allocation.

7. In the Infosys selection process consists of Initial Screening is done on the basis of applicants and applications. A preliminary interview is conducted so as to select the suitable candidate who can go through further stages of interviews. Job seekers are invited back after they have passed the first initial interview. Middle or senior management generally conducts the second interview, together or separately. Finally, background check and physical examination are taken up before the final decision is taken. After all these processes follow up is done, i.e. the selected person is induced and placed in the right job.

8. Wipro recruits fresh professionals only from the best educational institutions such as Indian Institutes of Technology and regional engineering colleges. Wipro don't give too much importance to assess candidates’ knowledge about the current IT technologies. Instead, Wipro attempts to find out whether the person being interviewed has excellent learning capabilities and has shown consistent desire for learning. The fresh graduates being interviewed for a job should have consistently above average academic performance. Wipro also put greater emphasis to assess their analytical and logical thinking capabilities through case problems. Further, the company also looks for creating a match between existing organizational culture and the values of the person being interviewed.

9. Wipro uses a referral scheme for induction of software professionals with experience. They also give preference in recruitment to relatives of their existing employees. A permanent employee of the company can recommend an experienced software professional for an employment in the organization. If the person gets selected, the person who recommends is given a monetary reward, which could be equivalent of about one month salary.
10. Wipro recruits 40% employees from campus recruitment. Another popular source for Wipro’s Recruitment is the Online Placement through NSR (National Skill Registry).

11. Wipro trains its managers in interviewing skills. Wipro has trained so far about 300 managers/software professionals who have been associated with the recruitment process. As a policy, Wipro ensures that a professional, who has not attended the Interviewing Skill Program, is not on any interview panel.

12. The main sources of recruitment for HCL are database, employee reference, consultant, E-group’s etc. HR Executive use to validate resumes which are sourced and interview people who are validated. While searching for fresher two tools are predominantly used, 1. HCL education 2. Campus for hiring engineers and sales personnel.

13. HCL conduct different type of selection tests for different categories of jobs for Engineers – Technical test, Analytical test, MAP, Intelligence Test and TAT, Sales Executive – Intelligence Test MAP, for MT-TAT, Group discussion is additional test and for Managers – MAP, TAT, Intelligence test and MRE.

14. Selection of candidates is done through multilevel interviews by line manager, Head HR. On selection roll out the offer made, conduct a medical test, and reference check is done.

Training and Development in IT Industry

1. At TCS both the technical and behavioral training programs give equal importance. The training programs will be conducted for the employees before he/she joins the company, before every new project and also there will be some training programs based on the requirement of the employees. The programs range from half day to one month, minimum of four working days a year will be provided for every employee after setting an annual training calendar. For the human resource development, the company provides training in the areas of Leadership, communication skills, group behavior. At TCS there are 80 members of training and development who will be actively working for the enhancement of skills in employees.

2. Infosys also gives equal importance for both technical and behavioral aspects. The training will be provided before joining the company and before every new
The training programs will be between one week to two months. In the behavioral training programs the factors that are covered are personality and leadership. There are 50-60 members are working for the development of both technical and social skills of the employees.

3. Wipro Technologies Ltd focuses both technical and behavioral programs. The company is giving more importance to the technical skills in the training programs. There will be training for every project. The programs range from one week for two months and for the development of human resources, all required behavioral training programs would be provided.

4. HCL Technologies Ltd also gives more weightage to the technical aspects in the training Programs. Along with the initial training programs there will be project-training programs. In the HR development the Behavioral training programs focused more, there are 60-70 employees who are working in training and development activities in the company. At the TCS the common training methods are Computer Based Training, Internet Based Training, Lecture Labs, On-the-job Training, Mentoring, Coaching, Job rotation. In Infosys Computer Based Training, Internet Based Training, Lecture, On-the-job Training, Mentoring, Coaching.


6. The training methods followed by HCL Technologies Ltd are an Internet Based Training, Lecture, On-the-job Training, Mentoring, Coaching, Job rotation. In Infosys Computer Based Training, Internet Based Training, Lecture, On-the-job Training, Mentoring, Coaching. It is found that the majority of IT Companies followed both on-the-job and off-the-job training methods for giving training to the employees. The commonly used training formats are Computer Based Training, Internet Based Training, Lecture Labs, On-the-job Training, Mentoring, Coaching, and Job Rotation.

7. It is found that the majority of IT Companies gives training in the areas are Software, ERP solutions, Data Base Warehousing and Designing, Maintenance services, system Developing, Software Engineering, Networking, Application
Programming, Testing Management. The areas covered under the training of Infosys Technologies Ltd are ERP solutions, Data Base Warehousing and Designing, Maintenance services, system Developing, Software Engineering, Networking, Testing Management.

8. To find the need for training majority of IT companies use the commonly available tools such as Employee Performance, Competency framework and Need Based.

9. Almost all four companies provide common facilities such as Accommodation facilities, Transport facilities, mess facilities, Laundry facilities during the training.

10. It found that the majority of IT Companies is following the same set of techniques for evaluating Training Effectiveness through Observing the post Training performance, Relational feedback of the trainees, Trainees Survey, Productivity and Determining ROI.

11. It found that major challenges faced by HR Department for training employees are Schedule, Cost, Rapid changes, Trained Trainer, Quality of Content, Certification of Training course, Effective Training Evaluation and Post Training Support.

Performance Appraisal

1. TCS conducts two appraisals; at the end of the year and at the end of a project. Appraisals are based on Balanced Scorecard, which tracks the achievement of employees on the basis of targets at FOUR levels, Financial, Customer, Internal and Learning & Growth. TCS's performance appraisal system is supported by an online system called the Human Resource Management System- an Oracle Developer 2000 based tool. TCS however widely encourages informal feedback discussions between Project Leaders and Team Members and this concept has found an overwhelming appeal among the people.

2. Performance appraisal is a rigorous comprehensive process at Infosys, tied to the future development of the individual’s skills and capabilities. First an evaluation of personal skills is carried out for the tasks assigned to an individual during the appraisal period. The criteria used to evaluate performance on tasks are derived from the business goals and include: timeliness, quality of work, customer
satisfaction, developing others, knowledge dissemination, peer satisfaction with the team, increased business potential and developing optimal task solutions. The company has also launched an internal job posting mechanism and the concept of personal development plans, on the basis of 360 degree feedback. Performance appraisals occur twice a year – the mid-year appraisal is in May and the annual appraisal is in October.

3. Performance Management at Wipro is a continuous process and employees are observed throughout the year for their performance. However on a much formal method Wipro follows three appraisal cycles viz. Annual, interim and confirmatory. Wipro’s Talent Review and Succession Planning exercise assess its leadership bench strength annually and makes sure there is a ready pool of successors to fill critical roles.

4. HCL have designed an interactive PMS tool “perform” that tracks results achieved through daily, weekly, monthly and quarterly reviews. HCL’s 360-degree feedback system places an emphasis on identification of developmental needs; goal setting; and career planning, as well as performance assessment and rewards. Performance evaluations are used to determine salaries for only the top 15 percent of performers, and all other employees receive fixed salaries. HCL Technologies also provide self-evaluation tools with which employees can assess their strengths and interests. In addition to monetary rewards, HCL Technologies provides non-monetary rewards including thank-you cards and recognition letters.

**Career Planning and Development**

1. It is found that career planning and development in IT Industry is made through Succession planning, Formal Mentoring, Lateral moves, Cross functional training, and formal education.

2. Infosys believes in creating a favorable work environment that is committed to equipping the employees with the skills and competencies necessary for their career and personal growth. It first establishes a best fit between an employee’s career aspiration and its requirements. Then it develops several career streams for its employees to achieve their career progression and career goal accomplishments. These career streams are project management, customer
interface, technical, program management, consulting (enterprise solution) and consulting (domain competency).

3. The career planning and development is done very meticulously in Wipro. As the employees learn and grow in their career, they gain new credentials that help them prepare for the next position. Wipro considers each position level carefully and awards appropriate responsibilities to them to achieve a new career goal. The system of career achievement is built on the following levels and their respective career paths; Team member and Module leader.

4. Development of leadership competencies at Wipro is carried out through eight Wipro Leadership Qualities, which are based on Wipro vision, values and business strategy. In order to identify and help leaders develop these competencies a 360-degree survey process is adopted. This is an end-to-end program, which starts with the obtaining of feedback from relevant respondents and ends with each leader drawing up a Personal Development Plan (PDP) based on the feedback received. The PDP is developed through “Winds of Change” which is a seven-step program that helps in identifying strengths and improvement areas, and determining the action steps. The contents of this program include focus training to set and develop specific objectives, competency based performance appraisal, 360 feedback, customer inputs to increase customer responsiveness, meet your people program to enhance workplace relationships, HR preview and planning, early opportunities and a life cycle development program for managers at each stage for example Entry Level Program, New Leaders’ Program, Wipro Leaders’ Program, Business Leaders’ Program, Strategic Leaders’ Program.

5. HCL Technologies has initiated "Career Power" – comprehensive career planning and development program portal which provides a framework where each employee is empowered to plan a desired career path or option. It uses 360-degree feedback, psychometric assessments, and talent-assessment interviews with certified coaches, past performance records, and critical-incident summaries to identify leadership talent. Individual career planning, succession planning, and leadership development are tightly linked within the organization.

6. It is found that main career problem issues in IT Companies are Career Plateaus, Dual Career Couples, Generation differences and Psychological issues.
Employee Retention Strategies in IT Industry

1. It found that majority of Indian IT Companies are handling the problem of employee attrition through Competitive pay benefit, Good working conditions, Advancement and growth opportunities, Work life balance, Challenging work, Autonomy in work and Succession Planning.

2. Employee retention in TCS is carried through higher salary, promotion, Overseas deputation, Transfer to a location of choice, change of role, or one with higher responsibility, Financial assistance or loans, change of the project, Training and other competency building initiatives and Redressal of any specific grievances.

3. At Infosys employee retention is made through talent development; implement Employee Stock Option Plans (ESOPs), employee participation, Annual Strategy Retreat (STRAP), The Voice of Youth and IWIN programs.

4. Employee retention in Wipro is carried through “Wings Within” program where existing employees get a chance to quit their current job role and join a different firm within WIPRO. Wipro is offering restricted stock units and restructuring its hierarchical structure. Wipro’s employee retention strategies are the basis of the Company’s brand as an employer, Learning and growth opportunities, Challenging work assignments and growing organization.

5. HCL Technologies has reduced its annual attrition rate every quarter from three years ago, when the rate was more than 20 percent, to its current level of around 12 per cent. In HCL employee attrition is carried out through empowering employees, performance appraisal, post feedback and suggestions and competitive pay.

Employees’ responses

1. It is found that out of 600 respondents majority of respondents 442 are male and remaining are 158 employees are female.

2. It is found that out of 600 respondents, a majority of 339 employees are in 22-31 years group, 149 respondents are in 32-41 years of age, 112 respondents are in above 41 years of age.
3. Out of 600 respondents, 350 respondents are Trainees Software Engineers, 120 respondents are software analyst, 72 are programming analyst, and 58 are consultants.

4. A majority of 464 respondents are graduates and remaining 136 respondents were Post Graduates.

5. It is found that out of 600 respondents 325 respondents possess 0-5 years of experience, 161 respondents possess 6-10 years of experience and 11 years of experience possess by 114 employees.

6. It is found that the awareness of recruitment and selection process in the respective companies, 349 (58.2%) employees are very much aware about the process. 76 (12.7%) employees agreed about their awareness, 48 (8%) employees had not decided, 65 (10.8%) employees are disagreeing and 62 (10.3) employees are not aware about the process of recruitment and selection method in the organization.

7. It is found that majority of IT companies’ preferred internal recruitment through promotion. Out of 600 respondents 401 (66.8%) respondents have strongly agreed that their company uses internal recruitment, 104 (17.3%) respondents are agreed, 27 (4.5%) are undecided, 38 (6.3%) respondents are disagreeing, and 30 (5%) respondents are in strong disagreement.

8. Out of 600 respondents 475 (79.2%) respondents are strongly agreed that their selection process is best among the industries, 103 (17.2%) had agreed, 9 (1.5%) are an undecided, 7 (1.2%) are in disagreement, and 6 (1%) or strongly disagreed.

9. It is observed that majority of employee opinion that the selection process in the company is fair and just, 470 (78.3%) employees are strongly accepting the statement, 102 (17%) employees had agreed, 11 (1.8%) are in undecided category, with least count of 9 (1.5%) and 8 (1.3%) stood for disagreement.

10. The responses of the sample-respondents to the statement “Selection test are related to the job” reveals that 471 (78.5%) respondents had strongly agreed with the statement, 101 (16.8) are agreed, 9 (1.5) are an undecided, 12 (2%) are in negative opinion and 7 (1.2%) or strongly disagreed.

11. It is found that out of 600 samples-respondents 476 (79.3%) employees are strongly agreed that training is an effective tool for learning, 98 (16.3%) had
agreed, 7 (1.2%) are un-deciders, 12 (2%) employees had disagreed, and 7 (1.2%) respondents had strongly disagreed.

12. The responses of the sample-respondents to the statement “enough time was provided to learn about the subject covered in the training program” shown that out of 600 respondents, 475 (79.3%) respondents are strongly agreed, 98 (16.3%) opinioned agree, 12 (2%) had not yet came to the decision, 11 (1.8%) employees had disagreed, and 4 (0.7%) employees are strongly disagreed.

13. It is found that employees’ opinions with regard to need of training for the enhancement of skills out of 600 respondents 477 (79.5%) employees had strongly agreed, 98 (16.3%) employees had agreed, 13 (2.2%) are un-deciders, 9 (1.5%) employees are disagreeing, and 3 (0.5%) employees are strongly disagreed.

14. The responses of the sample-respondents to the statement “Do you think that the knowledge and skills gained from the training program directly apply to your work? “ Reveals that majority of respondents 472 (78.7%) had strongly agreed, 97 (16.2%) had agreed, 15 (2.5%) had not come to an opinion, 10 (1.7%) respondents had disagreed and 6 (1%) respondents had strongly disagreed.

15. The response of the sample-respondents to the statement “The training I receive is relevant to my job” has provided an understanding that out of 600 respondents 475 (79.2%) had strongly agreed with the statement, 97 (16.2%) had agreed, 9 (1.5%) are un-deciders, 15 (2.5%) had disagreed, and only 4 (0.7%) respondents had strongly disagreed with the statement.

16. The response of the sample-respondents to the statement “Training opportunities are available to everyone“majority of respondents 462 (77%) are strongly agreeing with the statement and 97 (16.2%) employees agreed which indicate that all are equity of opportunities in training.

17. The responses of the sample-respondents to the statement “In my organization's training needs are a product of performance appraisal” reveals that a majority of 558 (93%) respondent's opinion that the need for the training is identified through the process of performance appraisal.
18. It is found that the majority of IT Companies encourages the employees to take cross-functional training and learn new skills for future assignment. The response of the sample-respondents to the statement “The trainers used are knowledgeable and effective” reveal that out of 600 employees 430 employees had strongly agreed, 101 with age, 32 are un-decoders, 26 employees had disagreed, and 11 employees had strongly disagreed with the statement.

19. The response of sample-respondents to the statement “Training as a tool to improve performance in the organisation” reveals that 468 employees had strongly agreed with the statement, 97 employees had agreed, 16 are undecideders, 14 employees had disagreed, and only 5 had strongly disagreed. From this result, it is implies that training is an effective tool for improving performance. The study reveals that majority of companies provide career development opportunities within the company. The response of sample-respondents to the statement “I am encouraged to take the initiative in determining my own career development” reveals that 465 employees had strongly agreed with the statement, 96 employees had agreed, 17 employees had not yet decided, 13 had disagreed, and 9 employees strongly disagreed.

20. The response of the sample-respondents to the statement “My awareness of career alternatives has helped to clarify my career goals and means for achieving them” reveal out of 600, 455 respondents had strongly agreed that they are aware about career opportunities, 95 respondents had agreed, 19 respondents had not yet decided, 18 respondents had disagreed, and 13 respondents had strongly disagreed with the statement. The response of the sample-respondents to the statement “A formal process to attain career development is important to me” reveals that majority of the sample-respondents are opinion that a company should have a formal process for career development.

21. The study revealed that many IT Companies provide opportunities for job enrichment, job rotation and job assignments as an option for career planning and development.

22. The response of the sample-respondents to the statement “Pay raises are tied to one’s performance appraisal” reveals that out of 600 employees, 423 respondents had strongly agreed, 96 respondents had agreed, 33 respondents
had not decided, 31 respondents had disagreed, and 17 respondents had strongly disagreed with the statement.

23. The response of the sample-respondents to the statement “My supervisor explains to me the purpose of performance Appraisal “ reveals that 438 employees had strongly agreed, 102 employees had agreed, 18 employees had not yet decided, 26 had disagreed, and 15 employees strongly disagreed. This implies supervisor play a vital role in success of performance appraisal.

24. It is found that majority of respondents' opinions that performance appraisal is educational as well as development tool in the company.

25. The response of the sample-respondents to the statement “Performance appraisal is very meaningful to me” reveals that 372 employees had strongly agreed, 98 employees had agreed, 32 employees had not decided, 78 employees had disagreed, and 20 employees had strongly disagreed with the statement.

26. The responses of the sample-respondents to the statement “The appraisal feedback communicated to the respective employee out of 600 respondents 457 employees had strongly agreed, 96 employees had agreed, 18 employees had not yet decided, 19 had disagreed, and 10 employees strongly disagreed. This implies that effectiveness of performance appraisal data to be communicated to the respective employees for its success.

27. The responses of the sample-respondents to the statement “The post appraisal feedback viewed seriously by the company” reveals that 414 employees had strongly agreed, 90 employees had agreed, 37 are un-decoders, 40 had disagreed, and 19 had strongly disagreed with the statement.

28. It is found that majority of the sample-respondents are satisfied with the existing performance appraisal methods adopted by the companies.

29. As the majority of employees’ perceived that salary and increment are the best option for improving employee retention.

30. The analysis reveals that location preferences are help for reducing employee attrition.

31. The responses of the sample-respondents to the statement “Salary structure of the company affects the employee retention” reveal that 419 employees had strongly agreed, 97 employees had agreed, 36 are un-decoders, 34 employees
had disagreed, and 14 employees had strongly disagreed with the statement. This implies employee retention can be made through the competitive pay package.

32. The responses of the sample-respondents to the statement “Safety and security affects the employee retention” reveals that out of 600 employees, 418 employees are strongly agreed, 95 respondents are agreed, 34 respondents had not decided, 38 employees had disagreed, and 15 employees are strongly disagreed.

33. The study reveals that performance based growth help with employee retention.

34. Majority of the respondents’ opinion that employee retention can be made through Peer relationship.

35. The responses of the sample-respondents to the statement “Reward and recognition led to employee retention” reveal that 456 employees had strongly accepted, 95 employees had agreed, 20 had undecided, 21 employees had disagreed, and 8 employees are disagreeing with the statement.

36. Majority of the respondents’ opinion that promotion is a best option for improving employee retention.

37. The responses of the sample-respondents to the statement “Change of role and responsibility affects the employee retention” reveals that out of 600 respondents 432 employees had strongly agreed, 89 had agreed, 38 are undecideders, 30 employees had disagreed, and 11 respondents had strongly disagreed with the statement.

38. Majority of respondents’ opinion job rotation helps in employee retention.

39. The study reveals that employee retention is highly dependent on all the five independent variables which are career opportunities \((r=0.835**, \beta=0.252, p<0.05)\), supervisor support \((r=0.787**, \beta=0.345, p<0.05)\), work environment \((r=0.787**, \beta=0.269, p<0.05)\), rewards \((r=0.642, \beta=0.252, p<0.05)\), and work life policies \((r=0.780, \beta=0.215, p<0.05)\). The level of employee retention would be increased in IT sector by practicing independent variables more appropriately.

40. The study reveals that HR Practices havea positive impact on organizational commitment. It found from the regression analysis results the Selected
Human Resource Practices like Recruitment and selection, Training and Development, Career Planning and Development, Performance Appraisal and Employee Retention. The value of $R^2$ shows that 76.9% of the variation in organizational commitment is accounted for by HR practices (i.e., Recruitment and selection, Training and Development, Career Planning and Development, Performance Appraisal and Employee Retention) with $f(5, 594) = 396.118$, $p<0.01$. The beta value of .367 ($p<0.01$) shows that there is significant, positive and strong relationship between Recruitment and Selection and Organisational Commitment and the Beta value for Training and Development (.147, $p<0.01$), Career Planning and Development (.296, $p<0.01$) and for Performance Appraisal (.138, $p<0.01$) which shows that positive and strong relations with Organisational commitment. However, the beta value of Employee Retention shows that (0.20, $p<0.484$) there is no significant impact of employee Retention on organizational commitment.
6.2. CONCLUSIONS:

This study focus on selected Human Resource Practices in Certified level 5 IT companies from this study there is a similarity in performing selected Human Resource practices. The biggest challenges faced by Indian IT companies are employee retention and acquisition of talent workforce.

Under present market forces and strict competition, the software companies are forced to be competitive, software companies must seek ways to become more efficient, productive flexible and innovative under constant pressure to improve results. The traditional ways of gaining competitive advantage have to be supplemented with organizational capability i.e. the firm ability to manage people Organizational capability to relate to hiring and retaining competent employees and developing competencies through effective human resource management practices. Indeed sustainable competitive advantage.

High performance work practices provide a number of important sources of enhanced organizational performance. HR systems have important, practical impacts on the survival and financial performance of firms and on the productivity and quality of work life of the people in them.