CHAPTER II
REVIEW OF LITERATURE

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2.1. INTRODUCTION

This chapter is concerned with the detailed discussion of the previous studies undertaken by the researchers relating to Human Resource Practices in ITeS industry. As such, it is very helpful to gain knowledge and new ideas relating to the present study. The review of literature can identify the study area which has not hitherto been analyzed by the researchers. The researcher can project the research on the basis of the review of the previous studies. Review of literature is a part of the research study and gives the basic idea to find out the main area of the new study. At the time of analyzing the study, it broadens the idea about the research problem. The review includes articles based on research published in leading journals, books and reports. Some of the studies which enabled the researcher to undertake this study are discussed in the following pages.

2.2. STUDIES RELATING TO HR PRACTICES

Prof. Smruti Patre and Prof. Rashmi Gupta (2011), through this article explore various HR issues leading to myopic conditions. Myopia depicts the narrow minded approach of HR executives. Authors clearly state that today’s HR managers are facing different challenges that demands them to be more dynamic to position themselves as strategic partners. They need to have complete business knowledge to make a move from backroom to boardroom and participate in organization-wide business plans and objectives. Most of the HR professionals are so trapped in their routine responsibilities that they fail to realize that there are other vital activities which are equally important to their work. Adopting a long term view, staying current, spying on competitors, networking and associating with professional bodies are a few preventive measures for HR to get out of myopia.

Garima Tyag (2010) through his article explains that the effective use of technology has become the key element for the successful implementation of human resource management. This article explains the importance of
Human Resource Management function to meet its business goals. He concludes that the article on increase of Human Resource Information System would result in enhancing the skills and performances of the employees of the organisations. HRIS is thus, becoming an essential component of the organisation in enhancing the business process.

S Preethi Priscilla (2010)\(^3\) speaks about Work-Life Balance. She says that HR Perspective – with the advent of globalization, the demands of workplace are ever-increasing and highly dynamic. Employees spend more time at the workplace rather than at home. Although businesses are witnessing new heights, the work-life balance of the employee is no longer under control. She reveals a startling fact that growing number of suicides, divorces; disturbed families and relationships, outrage or conflicts in the organizations, etc. are the reflections of disturbed work-life balance of the employees. She also suggests that HR department of the organization should assist the employee to maintain a work-life balance. They must carefully identify the issue and find a solution with the cooperation of the employer. She suggests that the organization shall include providing work-life balance as an HR policy. Thus through this article she also requests the employers to draw out strategies or plan to cope with the problem and help the employees to enjoy their work and live life to the fullest, makes the organization the happiest place to work in.

Daniel W Keebler (2009)\(^4\), An Engineering Project manager reveals his view about the Baby Boomer and its impact on HR Theory. He says that this generation is the beginning to exit the workforce as they reach retirement age. This article reviews current studies and research performed on the baby boomer and the need for HR to adopt in order to remain competitive in today’s global marketplace. Organizations should identify individuals who not only have the required skills sets, but who fit into the organizational culture that the business is seeking to achieve. In order to meet the needs of the aging workforce, organizations must provide things such as phased retirements,
virtual workplace environments, flexible work schedule, and part time employee options. Additional research is needed by the organizational leaders by creating an environment that attracts and retain employees.

Vivekanandanda (2008), through this article, draws his insights about the importance of measurement in HR. He says that HR is being measured by adopting various techniques of using different scorecards like balanced scorecard, HR scorecard and workforce scorecard, which highlight the increasing trend towards adopting measurement techniques to quantify the objective of making an impact on organizational outcomes. It also provides a framework within which to measure and report customers, partners, and investors systematically. He concludes that it is becoming a crucial factor for success in the context of the globalization process.

T.Sri Jyothi (2008), The Researcher here discusses the present scenario where technology has made spectacular progress and revolutionized the work in every field. She reveals the fact that in this information age people’s knowledge, skills and their relationship capabilities have become critical assets for organizations. She says that it has become vital for every organization to attract and retain the best available talent. Talent acquisition is not a form of art, but a defined process. If the strategies are well-defined, the whole process will be a success. HR professionals are expected to identify the potential talent and understand, conceptualize and execute the appropriate strategies for the achievement of organizational objectives. She also acknowledges that its success depends on the way in which they tap their ‘top performers’ who are not very keen in shifting jobs. Organizations have recognized the need for maintaining reserve talent to fill vacancy as and when it arises. Globally every organization has started recognizing the importance of attracting and retaining talent. Every Indian organization too has started adopted talent acquisition strategies. The concept of “Catch Them Young” is fast catching up in many MNCs as young people will prove to be a good talent
and they can be moulded as per the company’s requirements in the initial stages of employment itself. She concludes that talent acts as the main driving force behind HR’s contribution. So continuous upgradation provided with challenging opportunities is the need of the hour.

A. Ranga Reddy, Professor, Dept of Economics (2005)\textsuperscript{7}, through this paper highlights the existing situation and suggests innovative views for progress of Human Resource Development (HRD) in India. The study of the human resources development has been known through the ages, its re-discovery as an essential element in development is necessitated by deteriorating social conditions, increased competitions and technological advancements. The author feels that the main purpose of HRD is to help people to lead a fuller and richer life to unlock the doors of modernization. Human capital and social capital is the invaluable asset to the organization. For modernization of economy and integration of nations in globalization, quality of education and training should be given to every individual. Among the species, human being is the finest one, who needs skills, talent, aptitude, motivation to deliver any goods and services in time with quality. Labour is highly perishable, but for constant training for upgradation of information. He also feels that if manpower is being utilized by the HR optimally, certainly the Nation – State grows rapidly. Profit, efficiency, productivity and production are interdependent which are in positive and progressive proportions, where human resources are skillful.

Sankar Chetan (1987)\textsuperscript{8}, through his article has analyzed the factors that affect job satisfaction of technical employees in 3 countries. He opines that the result showed that only 2 factors, job characteristics and organizational progressiveness, influenced job satisfaction in all the three countries. Thus, multinational corporations need to enrich the employees’ job and position their organizations progressively if they want their employees to be satisfied.
Ratnam C.S. Venkata, Chandra. V (1996) in the study conducted by them discussed the impact of societal diversity in India on corporations and their management. The study also presents an exploratory analysis of the sources of diversity in India and its implications for human resource management and reviews the experiences of select organizations.

Bhaskar Chatterjee (1995) in his book has stated that in the modern day, human resource planning places together with considerable emphasis on proactive strategy which anticipates and responds to changes in the environment, has to be linked to the corporate strategy designed to enhance competitive advantage or quality of service.

Avinash Rege (1994) in his article “Impact of HRD on Industrial Relation”- has stated that scientific recruitment and selection allows only that manpower with appropriate knowledge, skill and attitude to enter the organization. He also shares his view that manpower can later be moulded properly through training to best serve the organization’s goals. He concludes that when employees truly identify themselves with organizational goals there is less possibility of conflict which will strengthen the relationship among them.

V. Prasanna Bhat (1991) in his article-“Accommodating human resources” states that, in an organization, unlike physical assets that depreciate in value and eventually turn into scrap, human assets are capable of appreciating in value, if properly developed or managed. In such development of human resource, the organizational design plays an important role. However, unless the people who occupy the positions understand their roles and function with commitment by developing or managing proper job knowledge, the effectiveness of the organization will not be up to the mark. The main thrust of Mr. Bhat’s argument is on the idea that organizational design is a dynamic concept and design should be flexible enough to
accommodate super skilled personnel at increasingly higher hierarchical levels, as their commitment to the organization increases and they perform with higher motivation. This flexibility, in turn, makes it possible for the organization to reap the benefits by keeping itself ahead.

R.S.Gupta (1991)\textsuperscript{13} (Chairman and Managing Director of BHEL) in his article “Human resource management “visualizes the dominant role the HRD function should play in meeting the challenges of ‘nineties’ decade. The human resource manager should be more away from the narrow rigid confines of ‘personnel management’ with all its negative connotations of a reactive discipline, to a broader concept of HRD/HRM. This embodies a proactive approach, to help employees acquire or sharpen capabilities required to perform their present or expected future roles in a continuous and planned way. He suggests that, organizations should concentrate on developing different strategies and plan for adjusting to the competitive and uncertain environment. This would necessitate designing multi-faceted training program to make the workers multi-skilled, develop their self renewal capabilities, building up team spirit as also shape the organizational values and culture for excellence. At the end he conclude, “The most successful organization of the 1990’s will be something of a learning organization, a consummately adaptive enterprise, to identify problems and opportunities and to go after them”.

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Stella M. Nkomo: (1987)\textsuperscript{15} in her ‘Survey Report HR Planning in “FORTUNE- 500” companies, observed that in most of these companies, human resource planning was still in its infancy. It was viewed as the responsibility of corporate / divisional human resource departments. But at this level too, it was not integrated as a derivative of the strategic plans. Hence, human resources were treated as operating costs rather than a major corporate resource. Human resource planning generally lagged behind financial planning probably because of the notion that while financial resources were scarce, human resources were abundant, that is, right number of right kind of people will always be found at right time. Also, in many organizations even with well established planning culture, several strategic decisions were often made outside the formal planning structure. Consequently, human resource needs were met through informal systems, giving a go-by to human resource planning. She concludes that HR should be considered more as a pro-active than a perspective approach.

S.Ravishankar and R.K.Mishra (1985)\textsuperscript{16} in his study “The Human Resource Management philosophy believes that, it is the responsibility of the top management to create a climate of development and make the place of work enjoyable, so that people may give their best for the organization along with a sense of satisfaction.”

Robert L. Mathis and John Jackson in their book “Human Resource Management”\textsuperscript{17} stresses the strategic roles of Human Resource Management and how HR professionals and the activities they direct, contribute to the success of the organisation.
P.B. Beaumont in his book “Human Resource Management”\(^{18}\) opines that the increasing global competitiveness and integrated characteristics of the market environment is one of the reasons which influence the development of Human Resource Management.

2.3. STUDIES RELATING TO RECRUITMENT AND COMPENSATION PROCESS

H.Ramaseshan with his colleague L.Gandhi (2011)\(^{19}\) reveals his views about the current trends in SMR(Social Media Recruitment) in India. Increasingly, companies are taken to the social media arena to get the right and viable candidates for positions at various levels. This new system of finding, screening and recruiting employees has unbelievable power to advance goals at a value price to match their company’s requirements. Undoubtedly, Social Media Recruitment is becoming a major source of recruitment and a buzzword in the corporate world. This article explores the current trends in SMR in India. It also highlights the perspectives and strategies of SMR, as well as dwells on the common mistakes in SMR. The most successful use of social media lies not only in researching the candidates alone, but also in social media integration. He concludes that corporate applications of social media will enable their company to realize the greatest benefits in terms of recruitment, research and impact.

Dr. Mita Mehta (2011)\(^{20}\) Here the author reveals the fact that Global compensation has drawn the attention of many HR managers. This article throws the light on how HR policies differ from country to country, especially in terms of compensation. Compensation system in the international context is a very critical decision for any HR managers, since compensation is not only governed by the norms of the company but also by the legal framework of the country. The author suggests that compensation management and expatriate compensation policy is important and needs to be looked into before embarking on an international assignment. To develop a competitive most of the global
companies pay their employees high to attract, retain and motivate them. There is always a gap in compensation system in respect of global pay as it depends on a number of factors responsible for designing compensation. He suggests that apart from compensation approach and types, one has to understand the legal system of that particular country while deciding upon a global HR policy.

NR Aravamudhan (2011)\textsuperscript{21} through this article reveals the fact that diversity in recruitment is becoming a magnet that attracts and retains top-notch talents. Organizations and recruiters are looking at ways and means of wooing candidates from multiple sources using varied approaches. Diversity recruitment is currently engaging the attention of the recruiting managers in a big way. He notices that Companies are now keen on giving diversity recruitment a big push. The author understands that today, we have employees of all hues and kinds entering the workforce and the HR practitioners have a responsibility to sell the idea of diversity recruitment to the individual managers by underscoring how diversity has a significant bearing on the business outcome. The author says that making a success of diversity recruitment initiative is within the realm of possibility. Organizations can give its managers diversity referral targets and attractive incentives to those who meet the target bang – on. He also accepts that there is no getting away from the fact that the organization will have to strive to articulate the goals of diversity recruitment initiatives to all the levels of hierarchy so that the message percolates down. Thus, diversity recruitment should overcome such seemingly intractable challenges is the crux of this article.

Sharad Vishvanath and Sandeep Chaudhary (2007)\textsuperscript{22}, As Business leaders by profession, the authors here showered their comments about the upswing of salaries. They explained that this upswing is due to the effects of globalization fierce in India. As a result, compensation now plays an increasingly fundamental role in attracting talent and ensuring ongoing employee engagement. A survey demonstrated that locally-owned
organizations are awarding higher salary than the MNC’s. The study also highlights that the use of variable pay as a strategic lever continues to be an important means of attracting and retaining talent and enhances overall productivity. The study highlights the prime challenge faced by organizations in implementing variable pay plans by poor communication of their objectives to employees and inappropriate measures of gauging performance.

Geoffrey Moss in his book “Inspire Action – The Trainees Resource Book”\(^\text{23}\) emphasises ‘the aim of the training should be to improve action rather simply stating that the achievers’, are those who inspire people and get things done.

Okere Loveday (1994)\(^\text{24}\) in his thesis (Doctoral research) title “A Study of Human Resource Management with Special Reference to Recruitment, Selection and Training of Managerial and Non-managerial Staff in the Nigerian Bank” reported that, these Banks undertook both short and long term human resource planning prior to recruitment and selection. Among the internal and external factors that affected the recruitment and selection process the banks approached pre-printed application blanks, preliminary screening of applicants, reference checking, professional tests, employment interview and medical examination as their vital steps in the managerial and non-managerial selection process. He concludes that preliminary process in recruitment may help the HR in placing a right person on a right time.

P.Subba Rao (2004) in “Human Resource Management”\(^\text{25}\) defines that human resource management means recruitment of people, developing their resource, utilising, maintaining and compensating their services in tune with the job and organisational requirements with a view to contribute to the goals of the organisations, individual and society.
Arundhati Ghosh, Jr. Faculty ICFAI National College, Kolkata\textsuperscript{26} through her article “E – Recruitment: The Recent trend of Recruitment practices” opines that acquiring and retaining people today is the biggest challenge. She also commented on recruitment made based on apprenticeship during 19\textsuperscript{th} centuries. Apprentices were not the employees of an organization, but after completion of their apprenticeship they were absorbed in the company. Lack of efficient apprenticeship gave birth to the trend of recruitment process. This process can be broadly categorized as centralised and De-centralised recruitment process. This process of Decentralisation in recruitment paves way to e-recruitment. E-Recruitment is a process of recruiting people through various websites and technological advancements available today. Some E – Recruitment methods are Job boards, Employer web sites, professional web sites etc., The author also concluded that, though E- Recruitment is cost efficient, time saving, provides clarity and widens the search of employees, it may result in some disadvantages like vast pool of applicant and may result in non – serious applicants. So, traditional methods should not be replaced by the technology. Despite, it can be a tool in the process of recruitment.

2.4. STUDIES RELATING TO TRAINING AND DEVELOPMENT

Dr. Harsh Dwevidi and Ona Ladiwal (2011)\textsuperscript{27}, through this article explores the training practices used by the Indian organizations for effective utilization of its workforce. The author says that training is a planned and systematic attempt to alter or develop knowledge / skill, attitude through learning experience. He feels that today, employees are no longer eager to join any new organization without their knowledge and skills and get upgraded. Providing opportunities for learning is being used as a retention tool by large number of organizations. The author also explains that attracting and retaining employees have become a challenging task in the competitive environment. Most of the corporate world have Increased their training budget emphasize new trend to train employees in order to achieve higher level of organizational
goals. Thus through this article the author finds that training functions have predominantly been used as a means to transform employees in order to survive in the competitive world.

Puneet Arora and Ruhani Mahajan (2011)\(^28\) in their article integrated the concept Six sigma and the HR process. Six sigma has become a new mantra in the quality management which beckons HR to strive for the quality approach. The authors say that in this increasingly knowledge intensive global economy, the management of human capital remains the only competitive advantage to be ahead of others. The emergence of six sigma and integrating into HR is the latest buzzword around which is a data-driven and logical rationale approach. They also accept that HR professionals with the help of Six Sigma initiatives can devise an effective and a systematic method for upgrading their business operations. Define, Measure, Analyze, Improve and Control (DMAIC) is one of the most prevalent methods supported by a range of statistical tools. So it’s time to stop thinking and act, urge the leadership to gain those skills to show that they can do only with the help of Human Resource Department. The result of reviewing the concepts it’s time to underline the fact that HR professionals can serve the organization as business partners by using their expertise in talent management, succession planning, and in leadership development.

D Christopher Amrutham (2011)\(^29\) in his article highlights the everlasting challenges faced by the manager in motivating employees and the various methodologies adopted in the industry in relevance to the current scenario. He considers in achieving an objective, motivating acts a bridge between the employer and the employees. But, employees cannot be motivated only by satisfying their needs which are not consistent and stable. The employees keep on changing their needs with the changing business circumstance. Hence the author feels that motivating the employees depends on identifying their needs and thereby fulfilling them to the best possible extent, which is always a challenging task for the employers. He also experiences that
a highly motivated employee will better contribute for the success of the organization. Especially, in the changing global scenario, the problem becomes much more acute and the employers are on the edge in terms of motivating the employees to make the situation in favour of the organization.

Rajasshrie Dhubale (2010)30. The author, research scholar through the article explains all about Web 2.0, the new age of interactive websites. This article presents the meaning of Web 2.0, its tools and impact on Human Resource Management. Social network sites are web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system like Facebook and Orkut, LinkedIn, apna Circle, Twitter etc., This Social Networking Sites (SNS) has an impact on the organization as most of the employees are surfing on SNS during their working hours. The author accepts an unveiling fact that communication is faster and better in organizations due to Web 2.0. Nowadays, SNS is one of the important sources of recruitment. Most of the recruiters are building their online network and finding potential candidates for recruitment. SNS is also helpful to recruit ex-employees. Today, the author comments that most of the MNCs are using Web 2.0 for knowledge sharing and training purpose as they can interact with HR community and learns the current trends in HRM. The author also shares his views on Blog and Wiki as blog is type of website maintained by an individual. It is also a shared online journal where people share their personal knowledge and experience on various issues. Almost all the blogs have comment feature – enabled. There are many websites like, e blogger, blogger, google blog, etc. He also explains about Wikipedia as Wiki is a website that allows the easy creation and editing of any number of interlinked web pages via a web browser using a simplified markup language. Thus the article summarizes how Internet is making a difference in HRM.
Arva Shikari (2010)\textsuperscript{31}, the author explains that underperformers are not by the virtue of potential or capabilities but by attitude and behavior. An individual’s level of achievement is more a result of personality development than level of natural ability. The main reason is lack of ambition and fear from taking up more challenging roles and grasp opportunities for growth and development. She says that underperformers are assessed by self assessment, senior assessment, the person’s lack of involvement, delays in delivery and performance and shirking responsibility. Some organizations have customized computer online systems for assessments. The author astonished that even after with the precautions and systems in place, some small percentage of employees could fall under the category of underperformance. After a thorough analysis, the author reveals a fact that the success of making accomplished achievers out of underperformers comes from constant support, positive reinforcement aids in motivating and simply from precisely knowing what they need. So, she accepts that HR alone can make underperformers to achievers through their constant training and motivation techniques.

Arva Shikari (2009)\textsuperscript{32}, The author here discusses her view points on Six Sigma. She says that Six Sigma is based on a large measure in creating a closed – loop system that is sensitive enough to reduce a company’s inconsistencies. She also believes that this system helps the organization to keep it safely on the path to performance and success. She also admits a fact that Lean, Six Sigma is a tool for attaining accuracy within the processes with zero errors. It also enables in reducing the delivery cycle and improving the process. Ultimately, Lean Six Sigma contributes significantly to cost efficiencies both within the company and at the client side. By simplifying processes and lowering defects and variations, the scope of reworking a particular task gets reduced. Thus the author accepts that Six Sigma experiences positive customer and there by reduces the process costs.
Arva Shikari (2009)\textsuperscript{33}, The author explains that technological twist has started helping employers use this part of cyberspace in a bid to recruit retain and interact with staff. Web-based services allows people to create their individual profiles, connect with their friends, send comments, and transmit private / instant messages. This has infiltrated organizations in a new form of Social Networking Sites. The author also accepts a fact that this informal and friendly way of communicating with candidates proves to be a positive catalyst. Professionals are more comfortable in understanding the character of the candidate appropriately. Users interests, hobbies, family background and educational institutes from where they studied also gives the HR an idea about their personality. A current study, carried out by the Human Capital Institute and Saba, titled Capturing the Value of Social Networks showed that companies are utilizing SNS tools for onboarding(71%), recruiting (62%) and mentoring / leadership (61%). A new social networking feature tracks HR and benefits bloggers. Many companies have created their own, private zone in the online virtual world that Informal employees can visit to access information about job functions, competencies and skills gaps. This feature introduces clients who may be a resource. Thus through this article the author clarifies the fact that Technology not only helps the HR but also acts as a booster for them in utilizing this proper resource.

PVL Ramana (2008)\textsuperscript{34}, A senior faculty member in this article reveals the fact that performance is the extent of fulfilling one’s given obligations. It is a measurement of multidimensional concept which depends not only on abilities and efforts but also on several external and internal factors. He says that it is an undisputed fact that the success of any organization depends to a great extent, on the quality and performance of its workforce. Several studies by eminent scholars demonstrate this fact. Organizations are also constantly adopting creative and innovative initiatives to make employees happy so as to get the best out of them. This articles relates to cleanliness at workplace with performance improvement taking cues from 5s philosophy. 5s philosophy
advocates self-discipline among employees, better living, improved work-life balance and demonstrates a strong relation between physical environment at workplaces and productivity. It reduces waste and improves quality of work life. The author says that meticulous analysis of deviation needs to be done to prevent recurrence of the problem. Managers should send positive signals and reinforce office messages by walking around the premises and asking appropriate questions to the concerned so as to know the nature, extent and causes of deviations and suggest remedial measures. Anything imposed from outside will not yield lasting results. To be successful in the present day highly competitive world, companies need to continuously and constantly take initiatives for improving the levels of performance of their workforce by adopting people – friendly measures.

GC Nag (Apr 2008) in this article the author discusses an interrelated network of blogs called the “blogosphere”. He says blogosphere is an online platform providing opportunities for employees at all levels, which is continuously updated. He also reveals the fact that there are nearly 9 million blogs out there, with 40000 new ones popping up every day! The author says that a blog is the content of interaction and community that accepts it. However, even these blogs can be a risk for they may, sometime, leak confidential information. These blogs can be talking about business engaging employees. He also accepts the fact that With the advancement of information technology all around, careful use of corporate blogging can help management resolve complex issues in human resource management, especially in areas of performance management, employee communication, recruitment, etc. The bloggers for these processes should be the persons from human resource management, who will be able to write and design the blogs in a user-friendly way. Through this article he examines the advantages and limitation of corporate blogging and discusses how this technique can be further used for developing fruitful communication throughout the organization.
P.Rajendran, K. and D.Ramesh (2007) have expounded their views by stating that outsourcing the services is a relatively new concept and has been gaining its importance in the mid 1990’s. They also examined that the significance of outsourcing the services has been realized only in the recent years. At first, it was criticized as a short – sighted way of cutting costs and devious way of displacing unionized and other expensive in-house employees. This concept of outsourcing will not only create employment opportunities but also will increase the income group in India. As a result, standard of living and per capita income will also increase. Therefore it is the responsibility of the BPO firms to manage their prevailing challenges in the economy.

R.Suhasini (2005), Here the author states that the productive capacity of all business depends on three factors – the capital resource, the physical resource and the human resource. Human Resource Development (HRD) is critical component in any business. HR responsibilities include payroll, benefits, hiring, firing and keeping up-to-date with the state and federal tax laws. This HR outsourcing industry is expected to grow from $13.9 billion in 1999 to 37.7 billion in 2005. The author here explains that the main aim of HR outsourcing is to bring about enhanced value increased speed and reduced cost. This concept of HR outsourcing is a tool that could help us select the competitive edge in the market place. So, the author defines it as a process that has to be monitored rather than controlled and hence will work best if customers and suppliers get into long-term mutual beneficial partnerships.

More Bhagwant D. (1997) in his doctoral research study focuses that, the human resource development fundamentals like manpower planning, training and development (including an assessment of training needs of employees and employers) scientific performance appraisal, career planning and employee welfare of police department. Further he expressed his views about human resource development climate and effectiveness of training in Maharashtra Police and future of human resource of Maharashtra police.
Finally, he suggested effective utilization of available HR in police department. There is need for development of “a central career counselling and Training information cell,” Refresher training, Performance Appraisal System, Health care and Medical facilities, coverage of insurance, consumer cooperatives, and education facilities for children etc. for police department personnel.

Chaudhari B.R (1994)\textsuperscript{39} in his article, “Revitalizing Organizational System” has focussed on two aspects of organization’s functioning, improving efficiency and developing human resources. The author reveals the fact that an organization committed to excellence has to ensure that it has the best people to work for it. He also expects that people should also have the opportunity to work in an environment in which they should be able to develop a sense of responsibility. They should never think that they are working for anyone but for themselves. Introduction of new technology may change the form and the way in which the organizations may improve that efficiency. The author concludes that the human beings who propel the technology, make it work and improve the productivity and restructuring consequent upon which technology should be considered by giving careful thought to human resources carefully.

2.5. STUDIES RELATING TO RETENTION AND ATTRITION

Dr. M.Subramanya (2011)\textsuperscript{40} in this article speaks on managing change in the competitive environment. He says that globalization of economy has led the business environment to be more dynamic with unprecedented challenges of market place, technology and human resources. He also emphasizes on the importance of HR role in managing these complexities. The article also highlights the major challenges of HR such as managing and retention of talents, reinforcing organizational culture, developing a learning organization and leadership development in these changing times. He also explains that the
survival and the success of the organization depend on the ability of HR and their ability to manage competition in meeting the needs.

S.V. Krishna Kishore (Sep 2010), through his paper reveals that every organization will have to face certain consequences from any change that takes place. A formal organization can be said as a network of continuously changing interrelated activities and obviously the behavioral patterns of people cannot be studied if they stay isolated. He also opines that the study of organization behavior consists of interaction in the formal structure, tasks, technology induction, work methodology, employee behavior and the external and internal environment. The factors that lead to negative confrontation between organization and technology are: 1. Miscommunications and weak promise deliveries between the technical group and the rest of the employees. 2. A lack of monitoring on opportunities for competitive advantage and 3. A poor knowledge of instruments to measure benefits derived from technology implementation. Before technology implementation the organization’s management at the top has to examine the readiness of technology, financial viability, general organizational internal climate scanning should be a continuous process. Thus the paper presents that an organization as a player should always monitor the environment from which the opportunities may show up. The organization should dare taking the first mover advantage. A typical organization includes people who may be favorable or unfavorable to change. But it has its own limitations when confronted with sensitive high level, critical decision points. Future studies can focus on exploring different mechanisms that support or resist change, and even exploring more employee behavior patterns, communication patterns through qualitative researches as well as descriptive methodologies.

Eva Kynd et.al, (2009) made his focus on the organisational and personal factors that influence employee retention. A special interest is taken in employees’ learning, considered as a retention supporting activity. Focus on
employees learning and work environment was given importance. He assures that this approach will have a different influence with a positive contribution to employee retention.

Arva Shikari (2009), The author reveals the breaking bad news of job cuts to employees and the real irks of HR managers in conveying this management decision, that too, gently and rationally. Today HR executives are juggling with their own emotions while communicating the company’s decisions. Facing employees who are already nervous and angry about losing their jobs is not an easy situation. Arva says that the Corporate India still believes that job elimination is unethical. A latest research conducted by Watson Wyath Worldwide Inc. revealed that 39% of U.S. companies has gone through employee layoffs; 23% expect to do during the next 12 months; 23% have undergone company-wide restructuring; and another 14% forecast the need for future downsizing and layoffs. She also advocates that some experts believe that if employees are hinted prior to the announcements of their layoff the blow could lessen. If the company’s real situation is communicated before it hits the rumour mill the effect of layoff reduces as employees already know what to expect. HR executives are constantly wrestling with the question of whether they are employee advocates or partners in corporate strategic planning. According to an article, the near future is about to experience a shift in the approach of HR pros dealing with the infamous involuntary exits… from the fear of communicating pink slips to maintaining professional relations with laid off employees.

K.Mallikarjunan (2008), The Researcher discusses the approach of the HR management in Mergers and Acquisitions. He clearly proves a fact that HR Professionals keep their touch in every aspect of the business. Through this he shares his viewpoints of how the HR plays a vital role in the modified functional styles and cultural climate in the new entity, as M&A brings about drastic changes in infrastructure, administration, operations and workplace
environment. Further, if the matter of reviewing the terms of service of the employees is not deftly handled, disturbingly anomalous situations would arise including disruption of industrial peace leading to financial loss. Human resources are the propellers that steer forward the business houses through economic rains, hails and storms. Hence thoughtful and planned measures are required to be undertaken. The top decision-making team should always strive to remain that while preparing the road map for the merger, it should be ensured that it contains as detailed a program for management of HR issues as that of the management of the financial implications. Once the merger project is implemented, certain important perspectives in HR management are to be kept in view and certain measures are to be scrupulously taken in order to sustain and buoy up the commitment levels of all the employees to the newly created organization.

Ajay Chandra S (2008)\textsuperscript{45}, in this article provides his insights into various practices which can help organizations in achieving the highest levels of employee engagement and thus enhances the productivity and performance. He feels that the business environment is becoming increasingly competitive every day and organizations that are able to optimally leverage the capabilities of their employees will gain a definite edge over others. Nowadays, employees have hidden talent and potential to make higher contributions that can surprise their leaders. However, all employees may not willingly put the extra effort to accrue more benefits to the organization. Only some employees tend to love their organization so much that they are willing to expend greater effort beyond their call of duty so that the organization benefits. Such employees are termed as more engaged employees. Engaged employees work harder, are more loyal and more likely to put extra efforts for the success of the organization. Many companies use engagement surveys as a measurement tool to measure employee engagement. The author identifies that succession planning is soon becoming a part of the company’s annual strategic plan – and not just at the CEO level – but all levels within the organization. Furthermore the blending of
succession planning with a touch of contingency planning will enable the companies to weather the coming of aging workforce challenges and losses in manpower on account of unforeseen circumstances.

S. Murali (2008)\textsuperscript{46}, Researcher in this article with the ‘digital era’ explains how the technology has gained the competitive advantage in the market place. He states that this era has made the economy borderless and seamlessly integrated. Business enterprises are now using technology and relationship as weapons to gain competitive advantage in the market place. He observes that the HR professional needs to be a person capable of understanding not only his own industry, but also those of competitors and suppliers. He also expects that organizations need to support HR function in aligning with the new requirements by actively participating in various programs of change and building strategic HR in their overall framework. Having done this, the organizations must lend their hand for overcoming talent shortage and give priority to up skill and deskill various tasks to improve overall productivity. At last through this article the author says that there are also other HRM imperatives that need to be explored.

According to Rodriguez (2008)\textsuperscript{47}, Through this article he opines that employees no longer feel that they have to stay in a company when there is no growth. They find it easy to leave for better opportunities. If the employees feel that they are growing in terms of skill, knowledge, experience, then they should be properly motivated, so as to make them stay. It is very important that employees are given ample opportunities in order to retain them.

Swati Gupta\textsuperscript{48} opines that today’s competitive business environment’s success is highly dependent upon the employees. This article focuses on the cause of high attrition rates in this industry. She also suggests various strategies like Benchmarking remuneration, Transparent communication, treating employees by understanding their social needs, sharing achievements,
gathering feedback etc., which may be adopted to prevent high attrition rates. She also noted that employees are willing to take up challenging tasks in order to show their commitment towards organization expecting something in return from the employer. She concludes her article with an adage “Prevention is better than cure”, Likewise the management should be proactive in dealing with high attrition rates.

Vijay Shrimali and Sunita Tanwar (2007) reveals that the prevailing challenge to the Indian BPO’s is to manage the Attrition Rate. The Indian BPO industry has to strengthen its position in the business of outsourcing by continuing its knowledge domain. To manage attrition rate is a challenge to HR manager. The author defines that increase in the rate of attrition is a result of shortcomings in requirement procedure, lack of career growth and succession planning, lack of continuous training and lack of proper strategies on the part of the government. They also admit that it is the major responsibility of the HR department to think of new methods of job enrichment, motivational schemes, planning career opportunities and deciding on good industrial package to retain the capable workforce. Through this article the authors has come to a conclusion that it is however not an easy task for an HR manager to bridge the gap between professional aspiration and compensation demands by matching as a right to keep pace with the patterns of the industry.

Bhargava and Kelkar (2000), in their study observed that job satisfaction and empowerment were positively related to each other but were unrelated to job involvement. Centralization was positively related to job involvement. They noted that the measures of Human Research Development (HRD) could be predicted by without having satisfaction with their job and getting a feeling empowerment in the organization which showed that motivating people at the work place is a challenging task. The authors are of the view that organizations have to opt for the strategies that could take into
account the all round development of their members through strategic human resource management.

C.V.Subramaniam (1991)\textsuperscript{51} in his article entitled “Need to consider human element,” Comprehensively covers’ participation’ ‘Communication’ and ‘motivation’ for the purpose of organizational development. Human element is the live force in the organization and the human resources are the precious resources that tend to all its other resources. Hence, the management’s approach towards its human resources ought to be human and should be in coherence to achieve the common goals. The workplace is now the primary focus of people’s lives and it is here that people look for gaining a sense of achievement. He explained the three features of Japanese industrial organization such as- (i) the Japanese people’s ability to achieve a consensus around a higher goal (ii) their necessity for fulfilment of purpose which drives them to intense effort and (iii) their tremendous adaptability, the willingness to change. In India too, management policies should be reoriented towards people and their development. He concludes with Jawaharlal Nehru’s remarks “Administration is meant to achieve something and not to exist in some kind or ivory tower, following certain rules and procedures and narcissus-like looking on itself with complete satisfaction. The test after all is the human beings and their welfare”

Karen S. Lyness \textsuperscript{52} examined the relationships of gender, promotions and leaves of absence to voluntary turnover in a financial services organization and found that, female employees voluntary turnover rates were slightly lower than those of their male counterparts. Employees who had been promoted were less likely to resign than the non promoted employees during their tenure.
2.6. WHY THIS PRESENT STUDY

Several studies have been conducted covering the role of HR Practices related to Recruitment, Compensation, Training and Development, Retention and Attrition. These studies have been conducted as part of the evaluation of the performance of HR Practices in ITeS Industry, as regards Recruitment, Compensation, Training and Development, Retention and Attrition. These studies allow scope for further enquiry. However, there have been no enough studies specifically on the attrition and retention of employees in this sector. It has been the earnest attempt of the researcher to discuss the same. It is in this context that a study of HR practices with reference to Recruitment, Compensation, Training and Development, Retention and Attrition has been undertaken to fill the research gap and to develop further literature with reference to HR Practices in ITeS industry in Chennai Region.

2.7. SUMMARY

At the outset, this chapter has discussed the studies relating to HR Practices related to Recruitment, Compensation, Training and Development, Retention and Attrition found in the early literature to form the base for further studies in the field. It has also summed up the important findings of each study. It serves as a base for the researcher to gain insight into the various aspects of the study, enabling him to expose the areas of study for further research. As such, this chapter has described in a nut shell all the previous studies relating to the present study.
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