CHAPTER 2

Indian IT Industry: A General Review

The single-most revolutionary development of this age, the IT revolution, is credited with ushering in the concept of current spaces into the public imagination. The idea of virtual spaces is made possible by the information revolution and, this, along with the possibility of enormous monies, in effect, is the most profound feature that defines the present times. The IT has been ubiquitously felt in the economic domain and India is believed to be the best IT destination. Rajiv Gandhi is often credited with ushering in the IT revolution by implementing the new computer policy. But the policy which initiated software exports was actually launched by his mother Indira Gandhi, just weeks before her assassination (Sharma 2009). The 1984 policy with the provision for software exports through satellite links was approved by Indira Gandhi’s cabinet, but was announced by the government headed by Rajiv Gandhi on 19th November, 1984. This provision of exports via satellite was a point of attraction for multinationals, and the American firm, Texas Instruments (TI), opened up a new gateway for software exports from India. Sharma (2009) and Sachidananda (2006)
argue that India’s IT development commenced from late eighties when Rajiv Gandhi was in power. He envisioned a technology-driven India even though some of his own party men were not very supportive. His successors were also keen on developing India as an IT powerhouse. India’s IT development started from late 1980’s. Within two decades, India came to be a frontrunner in the knowledge-based sector and one of the most favoured investment destinations for US/ European technology giants.

Indian IT industry, with Bangalore as its Silicon Valley, now plays a pivotal role in the global IT arena. Software Technology Parks (STP) of India was established in 1991 and was registered as an Autonomous Society under the Department of Information Technology, Ministry of Communications and Information Technology to implement, the STP Scheme (Software Technology Parks Schemes) and to promote software exports by providing infrastructure facilities. The software exports grew from Rs. 80155.31crore in 2007-08 to Rs. 207357.92 crore in 2008-09, on an annual growth rate of 15.01%.
State-wise exports of software products and services by STP registered units are tabulated below.¹ The relevant point to be noted here is that the state of Kerala, when compared to the other Indian states, has recorded an impressive growth in IT export which adds to the relevance of the present study about the Kerala IT scene.

### Table 2.1

**State-wise Exports by STPI Registered Units**  
(Indian Rupees in crore)

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Name of the State</th>
<th>2006-07</th>
<th>2007-08</th>
<th>2008-09</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Andhra Pradesh</td>
<td>18582.00</td>
<td>26122.00</td>
<td>31039.00</td>
</tr>
<tr>
<td>2</td>
<td>Chandigarh</td>
<td>345.00</td>
<td>455.11</td>
<td>539.00</td>
</tr>
<tr>
<td>3</td>
<td>Delhi</td>
<td>4146.00</td>
<td>5264.00</td>
<td>1762.00</td>
</tr>
<tr>
<td>4</td>
<td>Gujarat</td>
<td>564.00</td>
<td>681.00</td>
<td>1268.13</td>
</tr>
<tr>
<td>5</td>
<td>Haryana</td>
<td>9287.00</td>
<td>10960.00</td>
<td>12410.00</td>
</tr>
<tr>
<td>6</td>
<td>Karnataka</td>
<td>48700.00</td>
<td>55000.00</td>
<td>70375.00</td>
</tr>
<tr>
<td>7</td>
<td>Kerala</td>
<td>750.00</td>
<td>1201.00</td>
<td>1803.00</td>
</tr>
<tr>
<td>8</td>
<td>Maharashtra</td>
<td>27625.00</td>
<td>35374.00</td>
<td>42360.88</td>
</tr>
<tr>
<td>9</td>
<td>Orissa</td>
<td>732.00</td>
<td>844.00</td>
<td>1162.00</td>
</tr>
<tr>
<td>10</td>
<td>Tamilnadu</td>
<td>20745.00</td>
<td>28295.00</td>
<td>28355.58</td>
</tr>
<tr>
<td>11</td>
<td>Uttar Pradesh</td>
<td>8453.00</td>
<td>10695.21</td>
<td>10264.36</td>
</tr>
<tr>
<td>12</td>
<td>West Bengal</td>
<td>3500.00</td>
<td>4500.00</td>
<td>5129.00</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>144214</strong></td>
<td><strong>180155.31</strong></td>
<td><strong>207357.92</strong></td>
</tr>
</tbody>
</table>

¹ Source: [http://www.stpi.in](http://www.stpi.in) States giving small contributions are neglected.
2.1 Classification of IT Companies

According to Upadhya and Vasavi, (2006) Indian IT companies are broadly classified into three groups.

1) Major Indian IT companies
The companies under this category include corporates like TCS, Wipro, Infosys etc., they are the large corporate enterprises classified as major IT companies.

2) SME (Small / Medium Enterprises)
These are Indian owned companies with a work force of about 10 –1000 people.

3) MNC (multi-national company) or FE (Foreign Equity Participants)
MNCs are subsidiaries of large multi-national companies in US/Europe while FEs are the foreign enterprises funded by ‘venture capitalists.’

2.2 IT Business Models

Upadhya and Vasavi (2006) have identified two main types of software companies;

1) Service companies

2) Product companies

Major Indian companies are service companies even though they have some product development divisions while
MNCs or FEs are mainly product development divisions of their US/European counterparts. Service companies work for the client organizations in US/Europe and customer satisfaction is the key to their success. In FEs and MNCs the Indian entity works for the respective European / US parent organization. In this model the Indian entity acts as the service provider whereas the parent organization is the customer. In short, the Indian IT operation is customer-centric and success is counted in terms of customer satisfaction. In the software industry western countries have flat-structured, team-based organizations where a strong and informal relationship exists. But Indian IT sector is symptomatic of all possible hierarchical stratifications that exist between a western parent organization and an Indian subsidiary. The European or US customer, while paying for the services of the Indian subsidiary, also calls the shots. This hierarchical structure is subtly adapted into the organization and operates unseen through all its subsidiaries. Service companies are required to work on a range of technologies and different domains depending on the client requirement, and hence keeping a human resource pool comfortable on a wide range of technology is a constant challenge. More than profundity of knowledge, it is the agility of
the employee to adapt to new technology that is the unexceptionable requirement in customer satisfaction. While in the case of product development, the candidate must be profoundly knowledgeable in the particular technology in which the product is to be developed. The expertise on the particular business domain is also important. Hence a service company focuses on the number of employees readily available against client requirement while product companies concentrate on in technical competency (Upadhya and Vasavi, 2006).

Balakrishnan (2006) observed different models of business process which the Indian companies adopt while engaging in their deals with the US/European companies. The US/European companies have their own development team for software system development. Adding employees to that team on contract is called ‘body shopping’. In body shopping the contracting company undertakes to provide professionals, physically, to the premises of the hired organization. Since the Indian software resource is far cheaper than that of the US/European software resource the clients prefer hiring Indian contract labour at lower rate. Since the salary to be paid to the actual employee is much less, the contractor makes profit at this point. This type of engagement has earned the Indian
software engineers the very apt nick name, “cyber coolies.” Another model is Onsite–Offshore model. In ‘onsite’ a few Indian employees work at the client site doing System Analysis and Software Architecture kind of job considered to be the high end jobs in software development while the actual software development takes place at the Indian offshore development centre. Since the Indian contracting company executes a major portion of the job in India at a rate way lower than elsewhere, (this is made possible by the availability of cheap labour in India), the contracting company makes profit. Upadhya and Vasavi (2006) report that the rate of body shopping is coming down over time and there is no offshore component in body shopping. The Indian who is sent to the onsite component is said to be on the onsite assignment. There is an onsite – offshore component in both product development as well as in service.

2.3 Branding of IT companies

Heeks (1996) argues that, in a bid to make themselves more marketable the companies strive to acquire certifications
of excellence like CMM\(^2\) level. Upadhya and Vasavi (2006) observe that the process of branding in effect acts as strings of control over the employees by way of endless reporting and evaluation of work activities. CMM practice requires a lot of documentation putting their work under a subtle sort of supervision. It is also their stake at bidding up in the market so that they can create a positive environment and bind the employees with an inscrutable thread of commitment. The standardized Global Delivery model\(^3\) involves the coordination of work actually done at several physically disparate locations. Here stringent time management is an embedded requirement for the execution of large projects. Pink (2004) termed the Indian software engineers machines, –‘learning machines’ which improve performance to attain benchmarks like the CMM certification. They are mandated to be open to inputs from

\(^2\) CMM is a process improvement approach developed by the Software Engineering Institute (SEI) of Carnegie Mellon University which provides organizations with the essential elements of effective processes that ultimately improve their performance. According to SEI there are Five different levels starting from Level 1 to Level 5 (Source: [http://www.sei.cmu.edu](http://www.sei.cmu.edu))

\(^3\) “Global Delivery Model –The global delivery model, where work is distributed among teams located offshore and onshore (with a larger proportion of work offshore), is currently the best model for executing projects. However, by offshore locations, it is not just India that is implied. Software firms should look at low cost centers like China, Philippines, Eastern Europe and other regions as potential offshore development locations.” (source: “Indian Software Industry: the way forward”, Rahul Budhwar, Faculty of Management Studies, [http://www.fms.edu/downloads/conclub_ITinIndia-TheWayForward.pdf](http://www.fms.edu/downloads/conclub_ITinIndia-TheWayForward.pdf))
Americans. The CMM is a mere standardization procedure to showcase their effectiveness to hook projects.

2.4 IT Organization – Paradigm

Demirors, Sarmasik and Demirors (1997) describe software development as a complex activity that requires a group of individuals working effectively as a team. Software companies follow a modular programming approach which involves breaking down of the software system into small units called modules and assigning each employee with one or more module (Upadhya and Vasavi 2006) while each programmer is given the complete authority of the module he/she is assigned he/she is liable to maintain international standards in the program development process.

Ezzamel and Hugh (1998) argue that team-based method of production constitutes a new oppressive form of control turning workers into unpaid supervisors. Barrett (2001), based on a study conducted in an Australian software development firm, argues that a focus on the technical aspect of work, opportunities to excel themselves, and simulated environment of flexible employee friendly policy hoodwink the employees who remain unaware of the exploitation. She added that employees are unaware of the fact of control over their work. Upadhya
and Vasavi (2006) have come up with the finding that as far as the IT scenario is concerned, team work, basically, is a pro-management strategy for exercising levels of control over the employees in a production environment. The team is assigned a time bound task; hence each member on the team is mandated to race against time to complete work within the schedule. Freedom at work, under such circumstances, transpires to be an automatic control mechanism which is also an indirect means of pressure tactics. Gephart (2002) argued that speed to market is crucial in the new globalised economy and organizational success is linked to working long hours and the availability of extended working place. The IT employees are committed to working long hours and complete the remaining work from home.

Perlow (1997) argued that in the new organizational environment the line between managers/management and the managed blur out, and work is driven by an ethics of individualization in which workers especially technical workers focus on completing individual deliverables. Upadhya and Vasavi (2006) observe that IT employees are moulded into self directed, autonomous goal-oriented individuals. In general, IT companies follow a team-based, flat-structured organizational
model where everyone shoulders the massive responsibility of his work and the worker himself or herself ends up being the one monitoring his /her work on pains of losing his/her career existence. The demanding strings of on-time delivery, delivery deadlines and coordinated work of employees working from different geographical locations makes the IT work highly controlled and monitored, rendering the organizational claims of flexibility of the IT work hollow and the convenience of working time just another gimmick

Dobbs (2004) says that Indian IT professionals are highly sought after in the global economy because they are willing to work for a fraction of the wages paid to American IT workers. Hashmi (2006) argues that India maintains the cost advantage because of two reasons (a) India lacks the environmental, legal and social protection mandated in the US and (b) the high population of IT workers. Anderson (2004) comments that Indian IT workers are available for the mundane jobs whereas the Americans go for pioneering innovations in the field.

2.5 Work-life balance – International Perspective

Work-life balance refers to the flexible working arrangements that allow both parents and non-parents to avail themselves of working schedules and programs that provide a
balance between work responsibilities and personal responsibilities. The term ‘work-life balance’ is preferred over ‘family-friendly’ work practice because it is sufficiently open-ended to incorporate the experiences and needs of parents and non-parents alike, and is a more progressive theoretical framework wherein new ways of living and working satisfactory to all can be thought of. Pillinger (2001) defines work-life balance as adjusting work patterns so that everyone, regardless of age, race or gender can find a rhythm that enables them to combine work and their other responsibilities and aspirations. Drew, Humphreys and Murphy (2003) argue that personal fulfilment is important inside work and that satisfaction outside work may enhance employees’ contribution to work.

2.5.1 Work-Life Balance in the US

Renshaw (1976) was one of the first to document the interactive nature of work and family. Later Dubcek (1998) and Burge and Culver (1989) observed that balancing work and family roles has become a key personal and familial issue for the American society. Voydanoff and Donnelly (1989) argue that an individual’s attempts to balance work and family result in role strain, conflict and stress. Duxbury and Higgins (1991) observe that work-family conflict acts as a source of increased
health risk, poorer performance in the parenting role, decreased productivity, tardiness, absenteeism, poor turnover, low morale, reduced life satisfaction, and lower mental health. Bailyn, Drago and Kochan (2001) argue that integrating work and family is an everyday reality of American working family irrespective of their socio-economic status. The families’ spending more time for work intensifies the problems of the modern world. There are many instances of implementing work-life balance through various programs in US. America Institute Inc has been involved in a project called “Holding a Job, Having a Life: Making Them Both Possible.” Twelve companies have already implemented the suggestions to improve work-life balance (Casner-Lotto, 2000). Bell Atlantic, a premium name in communication industry has “Kids in the workplace” program to care for children of the employees during holidays and off school days” (Bailyn, Drago and Kochan)

Even though several studies and hot discussions and suggestions are being traded in the area of work-life balance certain social scientists argue that American society suffers from a severe policy and institutional lag in the critical area of employment. i.e. in work-life balance (Riley et al., 1994; Moen,
2001; Osterman et al., 2001). This shows how important the issue is in a social structure.

### 2.5.2 Work-life balance in Australia

In “Work and Family Balance Manual: Better Practices for Better Business” prepared for Industrial Relations, Victoria Department of Innovation, Industry and Regional Development, State of Victoria, in 2007, Rob Hulls M.P., Minister for Industrial Relations stated that balancing work and family is not just a point of concern for individual employee but a great challenge for the state as well. He goes on to make the point that the Victorian government believes in balancing work and family responsibilities and that it makes a good commercial sense for business. This manual says that a balance between work and family life is possible only in a work place where a person’s family responsibility and commitment is respected and accepted. Work and family manual points out that family-friendly policy reduces attrition, boosts morale, makes the organization a preferred employer and thus benefit outweighs the cost of implementing this policy. The Australian Fair Pay and Conditions Standard (AFPCS) of March 2006 prescribe a minimum of 365 days maternity leave. Since Australia’s population is culturally and linguistically diverse work-life
balance manual suggests the need for cultural and ceremonial leave for celebrating indigenous festivals. Offices of Indigenous Policy Coordination (OIPC) Certified Agreement 2005–2007 in the state of Victoria in Australia suggested the need for counselling centres to provide a solace to the employee when he/she is worried with either job-related or family-related issues.

2.5.3 Work-life balance in Europe

Pillinger (2001) states that work-life balance is increasingly being viewed by the EU (European Union) as central to the quality of working life, employment rates, competitiveness and growth, the larger European social model and equality. Redmond, Valiulis and Drew (2006) point to the European Union’s great concern over work-life balance and also to how countries like France are making additional laws for optimization of work-life balance. Countries like Hungary, Italy, Norway, Portugal, Spain, Austria, Sweden, and UK are very keen on providing a family-friendly work environment. Redmond, Valiulis and Drew (2006) probe the requirements for Work-life balance which as a policy is promoted to positively impact on organization’s public image; this is motivated by the drive to rank among organizations standing out as an employer
of choice. This self-imposed yard-stick is however, not in any way linked to the problem of IT workers. In their case worker-friendly policies are initiated by the employer in a bid to stay afloat as quality employees are much sought after. Redmond, Valiulis and Drew (2006) opined that work-life balance can be implemented through flexible working practices. The legislative effort to implement work-life balance will be effective only if the organization is transparent in its operations and open to implement the law.

2.6 Workers problem in Indian IT Industry

Mukherjee and Parishwad (2006) report long hours of work in IT/ITES industry force people to think on the lines of migrating to other jobs. The work culture is materialistic, and the material driven boys and girls have very costly spending habits. Double Income No Kid (DINK) is an emerging life style among busy professionals.

Upadhya and Vasavi (2006) recognize that in IT service industry, employees are thrown into varying technologies and new environment so often that they are never given a chance to master any technology. Herein comes the pressure for extended working hours to complete their work leading to frustration of the employee subject to burn out. They observed that a major
portion of the IT work force is unmarried men and women and for them moving from one place to another (different offices in India or onsite assignment) is not a problem, but for married people it is a problem. Many employees wish to retire at an early age or change career when they near the age of 40 due to stress, burn out and dissatisfaction at work and also due to family issues. Women quitters at early age are greater in number compared to men. Their observations are in agreement with NASSCOM findings that few women reach the higher echelons in the IT industry.

Parishwad (2007a) argues that stiff targets and intense competition lead the professionals to ‘zero personal life’. He observed that many professionals have to contend with unconsummated marriages. Doctors opine that it is connected with work-life issues. IT is identified as the profession which witnesses largest number of breakages in marriage. Doctors report that workaholism compromises their personal relationships causing emotional and psychopathological collapses and high stress which further leads to sexual dysfunction and infertility. In course of an interview for the survey conducted by The Week, a professional counsellor in Bangalore is reported to have commented that job hopping is
very common and companies always try to extract the maximum of what they can while the employee is still with them. Many employees in IT look for shoulders to lean on at work and that leads to extra-marital affairs. What is scary about this is the fact that they are reported to be free of any sort of bad feeling, let alone a haunting guilty consciousness about such extra-marital affairs.

Based on a study conducted by Gopal Mahopatra and Naga Siddartha of the National Human Resource Development Network, Bangalore Chapter, The Hindu (2005) reports that work-life balance of Bangalore based IT professionals is practically nil because of working hours that spread too far into their personal space leaving them with no time for themselves or their families, and this affects their mental and physical health. The long working hours and work overload are symptomatic of the IT industry and though most the IT firms have a five-day week, the workload has always been heavy.

**2.7 HR Policies in IT**

Taganas and Kaul (2006) argue that Indian IT talents have been much sought after by the IT industry globally. De(2008) reports that Indian IT professionals are ‘sloggers’ who are proud of their hard working attitude to deliver the projects
in scheduled time jeopardizing their family and personal life. When they are onsite they work in the same style as they work in India while their host colleagues follow strict work hours and enjoy weekends off. The competency of the organization depends on the skill and capability of the work force to maintain customer satisfaction which is in turn dependent on the employees’ flexibility to work long hours and his/her technical acumen to tackle issues. In IT industry, technology and its application is changing rapidly and technology updating is mandatory to make one marketable in the job market. The organization itself sells its highly marketable resource to its US/European counterpart. SMEs and MNCs make innovative changes mainly through internal means. Big corporates conduct rigorous training programs, technology workshops, seminars etc to keep them in the bleeding edge. But at individual level the skill sets updating happens mainly through off office hours activities like technology group discussions over internet, informal discussions etc. (Upadhya and Vasavi 2006).

Building an employment brand for the company is the major role of HR in IT. They try to put up the employees as their brand ambassadors. IT companies offer flexible working hours, maternity and paternity leave, employment opportunities
for spouses, facilities such as gyms, food courts etc., in addition to the pay hikes (Parishwad, 2007b). Wipro in its career site (http://careers.wipro.com) claims that it gives equal importance to success in career and life. It showcases its carefully crafted policies to ensure that they are employee-friendly and impact productivity and retention positively. The company has paid holidays and vacation, maternity benefit with extended leave of absence and sabbaticals. The fit-for-life initiative gives insights into the right type of diet, best exercises for the body and soul and a wide variety of useful tips to keep you fit. Patil (2007) states the Infosys viewpoint in the importance of work-life balance. Rahul Varma Senior HR director, Accenture India, comments that employers should realize their role in helping their employees keep a balance in their lives before they burn out (Parishwad 2007a). Dwarakanath (2007) observed that HR initiative goes beyond the work environment and companies are now mooting initiatives and rendering support for the families of the employees in the areas of elder care, counselling and workshops for spouses, cultural programs for children etc. When the employee is assured of the company’s support in taking care of his family, productivity level is found to be on the rise. Baral and Bhargava (2011) report that many Indian
organisations are aware of the necessity of work life balance of employees and have already initiated attempts to ensure work life balance. Upadhya and Vasavi (2006) observe that organizations have formulated policies towards stress management and time management that, however, fall short of addressing the root cause of stress.

2.8 Kerala – IT Scenario

Government of Kerala is increasingly prioritizing the Information Technology industry. Its high population density and dispersed settlement pattern of the population across the topography of the state makes Kerala keener towards pollution-free industries like Information and communication Technology (ICT). Kerala State IT mission⁴ provides managerial support in IT development. It is a Society registered under the Travancore Cochin Literary Scientific and Charitable Societies Registration Act (Act 12 of 1955), an autonomous IT implementation agency of the Department of IT, Government of Kerala⁵

2.8.1 IT- Infrastructure

Kerala has mainly two IT destinations- Trivandrum and Cochin. Software development started in early 1990s in Kerala

⁴ Source: www.technopark.org
⁵ Source: www.Kerala.gov.in
in a small way; it developed rapidly into an organized and unique industry with the formation of Technopark in Trivandrum Technopark Trivandrum- became operational in 1994. It was developed by Electronic Technology Parks, Kerala, an autonomous society under Department of IT, Govt of Kerala. Technopark provides infrastructural facilities to IT/ITES industries. It is spread across more than three hundred acres of land and has 4 million square feet built up space. 195 IT and ITES companies operate from Technopark.

Infopark - Kochi - is the new IT Park that came up in Kochi in 2004. It is spread across 100 acres of land under the ownership and possession of Infoparks, Kerala, which is an independent society fully owned by the government. It has two divisions- namely Special Economic Zone (SEZ) and Non-special Economic Zone (Non-SEZ). Infopark has roped in 2 co-developers, namely Leela Group and L & T Techpark Pvt. Ltd, for simultaneous development of IT infrastructure and office space in the park. The infrastructure being developed is on Infopark-owned land and shall co-exist with other range of infrastructures inside Infopark. Wipro has developed their private IT campus inside Infopark. It has a working capacity of
about 8000 seats. About 70 companies operate from Infopark.\(^6\) Infoparks at Cherthala, Thrissur, Ambalapuzha\(^7\) are other incipient information Technology parks started by the government of Kerala.

Cyberpark Kozhikode\(^8\) is a government of Kerala organization planned in the lines of Technopark at Thiruvananthapuram and Infopark in Kochi. It is a venture to build, operate and manage IT parks in the Malabar region for the promotion and development of investment in IT and ITES industries in that region of Kerala. Cyberpark is registered under the Societies Act 1860 on 28–01–09 and is in the process of setting up IT parks at Kozhikode, and in the SEZs approved at Kannur and Kasargod and may set up other such parks in future. The Muthoot Technopolis\(^9\) is another Kochi based infrastructure in the private sector where very few major Indian companies have facilities.

### 2.8.2 Why Kerala is technologically significant

The communication gateway of VSNL\(^{10}\) (Videsh Sanchar Nigam Limited) which handles 70 % of the country’s data traffic

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\(^6\) Source: [http://www.infopark.in](http://www.infopark.in)

\(^7\) Source: [http://www.keralait.org](http://www.keralait.org)

\(^8\) Source: [http://www.cyberparkkerala.org](http://www.cyberparkkerala.org)

\(^9\) source: [http://www.muthoottechnopolis.com](http://www.muthoottechnopolis.com)

\(^{10}\) source: [http://www.itmission.kerala.gov.in](http://www.itmission.kerala.gov.in) and [www.technopark.org](http://www.technopark.org)
is located in Kochi. SAFE\textsuperscript{11} and SE-ME-WE 3\textsuperscript{12} cables dropping zone and direct optical fiber connection to the gigabyte router of VSNL, Kochi, enables Kerala offer best connectivity to units. Kerala offers Pacific and Atlantic route of connectivity to the US.

\textbf{Kerala’s Contribution to Indian IT Industry}\textsuperscript{13}

The table below gives the contribution of Kerala to the Indian software exports. The percentage shows the growth rate in 2007-2008, 2008-2009, 2009-2010 compared to values in the previous years.

\begin{table}
\centering
\caption{Export Revenue (Indian Rupees in crore)}
\begin{tabular}{|l|c|c|c|c|}
\hline
\hline
India & 144214 & 180155.31 (24.92\%) & 207357.92 (15.09 \%) & 205504.88 (-0.89\%) \\
\hline
Kerala & 750.00 & 1201.00 (60.13\%) & 1803.00 (50.12\%) & 1956.45 (8.15\%) \\
\hline
\end{tabular}
\end{table}

\textbf{2.8.3 IT Employees in Kerala}

Kerala has about 300 Software companies operating from Cochin and Trivandrum. About 35000 IT people operate from

\textsuperscript{11} The South Africa Far East cable is an optical fiber submarine communications cable linking South Africa to Malaysia (SAFE)

\textsuperscript{12} South-East Asia - Middle East - Western Europe 3 is an optical submarine telecommunications cable linking those regions and is the longest in the world

\textsuperscript{13} Source : http://www.stpi.in
Kerala of which about 28000 people\textsuperscript{14} are employed in Trivandrum and 7000 in Kochi\textsuperscript{15}. While much has been spoken about the potentials, growth and future of Kerala’s IT industry, there have been little critical-analytical study about its significance or implications for Kerala’s overall social and economic development. No studies about the well being of the professionals - the critical resource in IT has been observed, hence the significance of the present study. The mode of study is also very crucial to the problem being studied and so the methodological nature of this study which is discussed in the next section has been carefully chosen to compliment the problem under focus.

\textsuperscript{14} Source: www.Technopark.org.
\textsuperscript{15} THE FINANCIAL EXPRESS, THURSDAY, 11\textsuperscript{TH} NOV, 2010