CHAPTER - II

REVIEW OF LITERATURE

2.1 INTRODUCTION

Chapter one provides a brief overview of the thesis outlined the question to be studied, its importance and expected contributions to knowledge. It also provided brief summary of the relevant literature and the gaps that exist in the extant knowledge. This chapter now revives the relevant Organisation culture, factors influencing Organisation Work culture and its effectiveness literature in more depth and elucidates the important issues that remain unanswered.

People are the key to success in all types of organisations especially in ITES organisations. Training the mass is the crucial problem the country is facing to meet the demands of ITES Sector. Improving the skills and knowledge of the potential employees to make them employable is the target to meet the needs. The skilled workforce if not assessed properly and paid for their performance has more probability of shifting to another company. The ITES companies are compelled to adopt strategic methods to evaluate the knowledge workers. Providing them the opportunity to grow within the organisation through career prospects adds impetus to the study of culture practices. The following review details the contributions made by various researchers and experts. These reviews are oriented towards the objectives of the study.

2.2 ORGANISATION CULTURE

Pat Finnegn, John Murray(2002) - This paper attempts to examine the human resource management practices in the Software Industry in Ireland, an economy heavily dependent on the Software sector. Two organisations were selected, one with preferred practices and the other with poor practices. A comparative analysis shows that the first company managed software engineers as individuals within groups and the second focused on the management of teams. The study used pluralistic research methods to investigate human resource practices. It has been concluded that the study proposes team based approach to human resource management.
Subba Rao. p (2002) - The paper aims at exploring the shifts in industrial relations pattern consequent upon globalisation in two developing countries India and Papua New Guinea. The data collected from different types of organisations were used to identify the pattern of industrial relations before and after globalisation. The objectives were to study the impact of globalisation on human resource management structure in public and private sector organisations both in India and Papua New Guinea. The findings showed that there was a paradigm shift in human resource management structure and pattern in both the countries.

Mufeed S.A, Rafai Syed Nasreen (2003) - This paper attempted to ascertain the perceptions of both managerial and non-managerial staff towards the existing Organizational climate programme in leading J&K Tourism Development Corporation. The objectives included identification of Organizational climate needs, evaluating the perception of Organizational climate as perceived by the employees, to study the factors responsible for non-effectiveness of Organizational climate system and to formulate broad guidelines and suggestions for improvement. The survey result showed that both managerial and non-managerial staff Organizational climate programme should have an important role to accomplish organisational objectives and effectiveness.

Punam Sahgal and Roopashree Shankar (2003) - The study was undertaken to gain deeper insight into critical areas related to the Organizational climate function and the evolving role of training professionals. It was identified that the organisations rely on external training providers for a variety of services while the practice in most companies is to seek support from training vendors for design and delivery of training. The market for soft skills and IT training has outpaced the demand for functional training.

Amitabh Deo Kodwani, Manjari Singh (2004) - The objectives of the study were to understand current Organizational climate policies and practices of a public sector enterprise and critically analyse them and to find scope for further improvements to make them more effective. It was concluded that the Organizational climate to be more effective, to improve individual and organisational performance, the perception regarding effectiveness of training should be made positive.
Srinivas B.S.S (2005) - The study was undertaken with the objective of identifying HRD Practices, HRD Philosophy and analysing various systems implemented in Software Industry and suggesting measures for improvements in HRD Practices. The findings of the study included recommendations for enhancing the quality of HRD Practices through development of a culture, formulating employee development policies with employee retention as the major challenge.

Alan Sweeney (2005) - The aim of the paper was to highlight the IT skills gap existing in the organisation and promote Organizational climate as a solution. The target audience was kept in mind and usage of third party training to plug in skill gaps was considered. The resultant improvement was identified in the form of reduced IT skill gaps between required and acquired skills.

Carol Rainsford, Eamonn Murphy (2005) - This paper highlighted the issues relating to the impact of technology enhanced learning in industrial setting in Ireland. Seven companies participated in the study depicting the experience of implementing technology enhanced learning. The findings include holistic approach to implementing technology enhanced initiatives in terms of learner acceptance, relevance to the job and the effectiveness of training practices.

Rao T.V (2005) HRD culture refers to the tendency and environment where development of individuals and teams is given the highest priority and where human resources are considered the most important resource

Narasimha Rao (2006) - The study focuses on Organizational climate of Human Resource in selected public and private sector undertakings. The objectives set for the study were to examine the training practices in selected public sector undertakings and to study the perception of managers about the usefulness and techniques used in training. The respondents felt that training was essential for individual growth and development to enhance productivity. It was concluded that the top management of the selected organisations realised the importance of training and its impact on the managerial people

Sonal Saxena (2006) - The study sought to elaborate on major challenges faced by the IT industry in the area of Human resource development. HRD activities must be consistent with
the development efforts of the organisation to mobilise the employees’ potential. In order to reach new level of maturity and strength, the IT companies were expected to think in new dimensions. The major findings of this descriptive research conducted among five IT organisations through a questionnaire survey confirmed the existence of effective HRD climate

2.3 WORK CULTURE

Abdelgadir N. Abdelhafiz Elbadri (2001) - This comprehensive study was attempted to examine the emphasis given for training activities both internal and external to maintain competitiveness in the market. The study was conducted among 30 Polish companies to determine the training needs, developing programs and assessing outcomes. The results revealed that many companies neglected to assess training needs and evaluate outcome properly, providing for suggestions and improvements.

Shawn Kent (2001) - This article examined the values of Mentor system prevailing in the organisations. The employees who became more productive, derived greater career satisfaction and enjoyed accelerated career growth were identified. Mentoring was considered to be a mutually advantageous way to both attract and retain employees. Mentoring programs were inexpensive, to inspire future leaders, improve management and staff relationship and prepare people to succeed an aging workforce. Mentors could provide just in time, development to those employees aspiring to grow.

Susan Geertshuis, Mary Holmes, Harry Geertshuis, David Clancy, Amanda Bristol (2002) - This paper supported the earlier work to implement good practices in training and its evaluation. The learning process is influenced by multiplicity of factors based on perceptions about learning and performance outcomes. Organisations were expected to implement cost effective evaluation methods acknowledging the status of the learner. The study also examined the evaluation methodologies and the role played by the trainers in improving learning process.

Gaurav Patra, Punita Jasrotia (2002) - The potential to leverage IT is enormous in the Indian Software sector. The government identified this as an area of focus many years ago, and in 1986 announced a policy making software exports, software development and training as major thrust areas. The government further identified some of the factors impeding the growth of
the Software industry and formulated the Software Technology Park (STP) scheme with a view to boost Software exports from the country.

Satish Nambisan (2002) - This paper examines the evolution and growth of Software firms from an innovation orientation perspective. The future growth of Software firms purely depends on the innovative product development as apparent through the attitudes and perceptions of firm’s key stakeholders. A Software firm’s growth stage model was developed in this study reflecting the changes in firm’s process and product portfolios.

Thomas Acton and Willie Golden (2003) - This study identified the need to manage the IT workforce as it was the most important strategic asset. Companies providing for knowledge transfer within the organisation minimises the loss of skilled employees. The survey was conducted among 200 employees from 39 software companies based on the membership of the Irish Software Association, Ireland. The impact of training practices on employee retention, the training initiatives taken, the training practices in use and that influence on knowledge retention were studied. The results showed that the training had a greater impact on competency development and retaining knowledge.

Laila Marouf and Sajjad ur Rehman (2004) - This paper was intended to explore policies, strategies and opportunities relating to human resource development. The survey relating to induction and orientation program was conducted among 30 Kuwait corporate companies’ information professionals. It was concluded that almost all companies provided for intensive training programs.

Ravindra K Jain and Richa Agrawal (2004) - This article elaborated on the importance of Training. In order to achieve organisational effectiveness in the current trend, a systematic approach to Training in almost all the organisations was emphasised. Training was used as a catalyst for change and an aid to give the organisation competitive edge. The training practices were significantly different in different countries and similar within specific country. To have sustained growth the organisations were expected to have continuous innovation programs and Organizational climate practices to remain in the competitive world.
Sashibhusan Rath (2004) - This article highlighted the business theory comprising three parts consisting of assumptions about the environment of organisation, specific mission and the core competencies required to accomplish organisations’ mission. Knowledge as an asset supercedes all other assets material and financial contributing to the organisational efficiency. Core competencies amongst employees were to be developed nurturing growth of the individual and the organisation. Organisations by cultivating creativity, innovation and through knowledge management could differentiate themselves by being a Learning Organisation.

Stanley E. Fawcett, Gary K. Rhoads, Phillip Burnah (2004) - The study strongly recommended that the competitiveness of any organisation depends on the nature of people they hire and train. The management should build a learning workforce, a great work environment and a culture of empowerment. This multi method research study was undertaken using both primary and secondary research techniques. The findings of the study revealed that a good working environment should include compensation for true value of the individual, exceptional facilities, facilitative culture, good relation with management, flexibility, investment in employee competencies.

Jay M. Jackman and Myra H. Strober (2003) - This article highlighted the importance of feedback reviews both positive and negative and its impact on the relationship between the superior and subordinate. Organisations should provide employees the opportunities to adapt to changes and change accordingly. The study also emphasised on Self assessment and feedback from superiors which guides the employees to develop faster. The organisations tried to follow adaptive techniques having a positive impact on the executives’ development and leverage feedback.

Dilip Dasgupta (2004) - This article identified that only through the Competent and Potential employees an organisation could maintain its sustainable competitive advantage. It was observed that competency-based HR management aids performance management and career progression planning in an organisation. It was confirmed that by developing right attitude, the skills and knowledge of the employees were automatically and effortlessly upgraded.
Lisa Bryant, Denise A. Jones and Sally K. Widener (2004) - This paper investigates the relationship that existed among multiple performance measures to determine how they understand the creation of firm value. The designing of performance measurement system was supposed to consider all aspects of the business, not just the financial results. The data from 125 firms over a five year period were used to measure the outcome. The findings showed that the value creation process was better in all higher level perspectives.

Raghavendra Rao .K (2004) - This article emphasised the different dimensions of rewarding the employees working for different types of organisations. Drastic changes have taken place in reward system since globalisation. Rewarding the right people at the right time in the right way enhances their contribution to the organisation in terms of productivity. Organisations should identify the sensible performance indicators used to measure the employees performance. Industry standards were taken into account for fixing the rewards and compensation in various organisations to retain talent.

Shyamal Majumdar (2004) - This article highlighted the various aspects of pay and the ways to retain best performers. In addition to usual monetary rewards acting as a hygiene factor, lifestyle benefits like flexitime, creches, travel overseas were provided. Some companies follow the system of variable pay package which is performance related. It also depended on the employee value proposition. Talented people choose to remain in those companies which could provide exciting work, a great company, attractive compensation and opportunities to develop.

Subarna M Tuladhar (2004) - The author has identified the significance of Training in this article. Training provides trainees with learning opportunities to enhance their effectiveness to contribute to organisational performance. It has been found that Training was a systematic arrangement of learning experiences in the pattern which would provide most learning in the shortest possible time. Identification of training needs, formulation of objectives, designing training, implementing training and assessing its effectiveness were identified as five components of a systematic training approach.

Namrata Gulati, Kanika T. Bhal (2004) - This study throws light on the issues relating to knowledge workers and their effective management for the growth of the Software industry.
The major issues relate to appraisal and salary administration with respect to Indian Software professionals. Their perceptions of fairness/unfairness of these systems remain the basis for designing socially valid HR systems. The study was carried out through a survey of 310 employees across various Software organisations in India. The impact of employees’ personality on their perceptions of justice at the workplace (in terms of procedural and distributive justice) was also examined.

Anil Kumar Singh (2005) - The paper is an attempt to identify the relationship between Human Resource Practices and the Philosophy of management of the Indian business organisations. The objectives of the study were to examine the assumption of top management about the people working in the organisation, understanding the philosophy of management, examine the nature of differences in the public and private sector and the nature of relationship between HRD practices. Findings showed that contrary to the hypothesis, there was no significant relationship between the variables of HR practices, particularly Organizational climate and rewards; they were highly but negatively related to the philosophy of management.

Gibson, Stan (2005) The article focuses on the growing Business Process Outsourcing (BPO) industry in the information technology sector, with reference to Tata Consultancy Services Ltd. BPO is the emerging outsourcing market. The country includes a significant German-speaking minority, which smooths the way for German companies to outsource. The country is churning out 7,000 to 9,000 information technology graduates in Periodical.

G. Sreenivas Reddy (2005) - The article narrates the growth of Indian economy which was mainly because of the emerging mantra Information Technology. The credit goes to hundreds and thousands of software engineers who have marked their presence in the global market. The IT professionals were also called “Knowledge workers”, “gold collared workers” and “new generation workers”. The economy hinges on these professionals as they perform highly skilled and complex jobs. The new millennium is facing major challenge in terms of attracting, developing, retaining and managing these professionals with strategic HR policies. Software companies lock in their most valuable employees with “golden handcuffs” – hefty pay packages and perks. The companies have started with innovative path breaking practices to ignite the entrepreneurial passion of their employees.
Michael Graham (2005) - The objective of the study was to examine the shortage of IT skills and ways of combating it. The methodology covers the identification of training needs, assessment of available skills and willingness of the employees to embrace knowledge through learning. The study concluded with organisations formulating an on-going process of IT training to fill the skill shortage.

Srivastava V.N, M. Shafiq and K. Ghosh (2005) - This paper has discussed the recent trends in training process making the program more practical and relevant. Organisations were required to continuously improve upon the design, content and delivery of training programs. The study had focused on talent management making a positive change in attitudes and mind sets of people. The paper also discussed the performance management process, linking Organizational climate goals with performance management reducing growth gaps. It has been concluded that continuous improvement of training efforts leads to higher performance.

Yuvaraj.S (2005) - This paper highlighted the various factors affecting the effectiveness of training programmes. It analysed the various reasons for the success or failure of a training programme. The study emphasised the significant role played by the trained workforce. Indian Industry facing the fast development track should adopt updated training techniques to keep pace with the change. The study also identified that the success of the training program depended on the selection of right type of participants, the training faculty and methodology used. The results showed the reasons behind effectiveness of training programme and encouraging companies to organise and evaluate quality training programs.

Panchanatham.N, Pragadeeswaran.S (2006)-This study was carried out to explore the relationship between yoga practice and quality of life. In the current era of knowledge and technology explosion, the executives face the problems of high stress, high growth, speed, accuracy, and remaining number one rather than becoming number one. They do not find time to spend with their family and friends that it significantly affects their personal, family and social lives, challenging the quality of life. It was identified that the practice of yoga promotes quality of life. It was observed that the employees of large scale organisations practicing yoga had a better quality of life. It was also noticed that quality of life decreased when the age increased for those who do not practice yoga.
Sanghamitra Buddhapriya (2006)-This paper tries to highlight the value added by employees to the organisation and the relevance of Human capital management. The human capital management policies and practices formulated by HR department should aim at accomplishing organisational goals. It was found that employees with critical skills were attracted to meet the unprecedented socio, economic, technical changes. Organisations were to adopt superior HR practices to attract, retain and ensure better business outcomes. It was concluded that even today with challenging business climate, many organisations were not paying enough attention leading to an under utilisation of the talent in the workforce. Being a dynamic function, HRM has a direct correlation with organisational efficiency and output.

2.4 ORGANISATION DEVELOPMENT

Agarwala, (2002) Human resource issues are increasingly critical to organisations in a dynamic business environment. One of the challenges for HRD is to ensure the development and management of an appropriate HRD culture since the HRD culture facilitates effective implementation of HR systems. HRD culture is one that is development-oriented, supportive, motivational, and anchored in values.

Subramanya Sharma, Jai Krishna Ramesh P, Ravikiran A (2002) - This paper enumerated the development of Software in India over the years. It included the success story of the past, the present situation and the future predictions. The industry has gained strong brand identity through quality and strong marketing. The critical factors contributing to the strategic competitive advantage in the long run were identified. The prescription was to move up in the value chain. It was attempted to find out the best course of action in the present scenario through a survey using questionnaire. The results of the survey showed that there was lot of potential to improve upon the efficiency and productivity.

Deependu Jain, Hemant Daga and Nitin Kakkar (2003) - This paper traces the trends that have emerged over the years in the Software Industry based on the application of the Theory of Business framework. This framework helped in the analysis of future challenges and opportunities for the Indian Software Industry and suggestions for making the transition successful. The developments that have taken place over the decades were thoroughly discussed. The challenges that are to be faced by the Indian Software Companies during this transition were
elaborated. It was concluded that the Theory of Business framework helped in the process of understanding the fundamentals of Indian Software Industry and analysing the challenges ahead.

Vijayabaskar M, Padmini Swaminathan, Anandhi S, Gayatri Balagopal (2004) - In India, Tamil Nadu has achieved superior levels in Human Development among most of the states. High growth rate and increased per capita income add to faster growth of the state. The significant demographic changes and high literacy rate accompanied by lower population growth rate accelerate the state’s growth. A key component namely sustainability in financial and environmental factors is taken care of leading to promotion of Human Development in the state.

Forer, Fail, LockWood Jane (2007) This paper focuses on one area of the BPOindustry, call centre communication. In this paper, the discussion about the development and problems faced in offshore outsource destinations. Based on an analysis of a sample of call centre interactions, outline their generic structure, and investigate some of the reasons for breakdowns in communication. The findings from the analyses are important for the development of the industry, for the training of customer service representatives, and could help us understand why frustration is experienced by many.

Brooker Daniel (2011) The paper seeks to illuminate everyday work practices in the economic spaces of Malaysia's business process outsourcing (BPO) industry. It draws upon empirical evidence from call centre staff and promotes analytical sensitivity to the experience of labour and spatiotemporal relations within the offshore back offices of multinational corporations located in Cyberjaya, Malaysia.

Dave Buchanan, Tim Claydon, Mike Doyle (2006) The aim of this article is to report the result of a survey of management experiences and attitudes concerning Organisation development and change. The views, attitudes and live experiences of practising managers and of change agent in particular, appear to have attracted direct attention. Many managers experience difficulty in translating simplified ‘text book recipes’ into practices – not a surprising finding given the need to translate such advice into specific, complex contexts.
Rao. T.V (2010) The article reviews a few definitions of OD and identifies eight characters that are necessary to call an activity or experience as an OD activity or experience. The article then goes on to examine ten case studies (of research, consulting and OD) of what appears like an OD activity in which the author was involved as one of the facilitators for whole system or subsystem and examines each on of them for their appropriateness to be called as OD interventions. It also outlines some advantages of using traditional OD approach in various HRD interventions and offers some suggestions for making specific HRD interventions like competency mapping, 360Degree Feedback based leadership Development and Assessment and Development Centers as OD activities. The paper concludes that using an OD approach enriches HRD and yields a good Return on Investment on HRD interventions.

Nirenberg.John (2012) The aim of this article to show that HR split into two significantly different functions – administration and development and that pressure for bottom line results has effectively strangled the ability of either Human resource departments or Organisation department to focus on humanizing the work place or attending to conditions amenable to employee self actualization. It also highlights the tools of Organisation development have become integrated into the managerial selection but not for their original purposes.

2.5 RESEARCH GAP

The above studies show that IT/ITES sector has emerged as a major contributor to the development of Indian Economy. Apart from direct benefits, it is bringing about indirect benefits improving the socio economic status. The effective use of human resource are bringing about improvement in the quality of life. A focused approach for all stakeholders to identify, monitor and improve the available abundant human resource is needed. Organizational culture is to meet the requirements of the organisation has become imperative. The various methods adopted to evaluate the performance of the knowledge workers in order to gain career moves compels the workforce to put forth their best. There are different studies concentrating on the individual aspects of Organization Work Culture in terms of Training, Performance and Career and other sub-systems.
2.6 CONCLUSION

The Contributions made by various Researchers helped to identify the Gaps and proceed for the further study. To this end, literature by Cultural and Institutional scholar are used to understand what culture is practiced in BPO Industry and its impact on management style in Organisations the world over. Considering what the Expert says about the importance of Organisation culture in relation to organizational development is the foundation of the study.