Chapter VI

Summary, Conclusion and Suggestions

This Chapter highlights on the overall summary of the study, important conclusions drawn by the researchers and important suggestions made by the researchers regarding to this study.

This chapter is divided into four different parts i.e.

A) General observations and H.R.M. Concept’s

B) Summary of the present Chapterisation

C) Major Conclusions

D) Important Suggestions

A) GENERAL OBSERVATIONS AND H.R.M. CONCEPT’S

Human resource development is the process of increasing knowledge skill, capacities and positive work attitude and values of all people at all levels in business undertaking. Therefore, the strategy of human resource development should include the following points systematically in order to make it purposeful, meaningful and effective for the world of work.

1. Determination of major objective of development

2. Development planning

3. Identification of development needs
4. Appropriate development approach

5. Policy decision for utilizing developed knowledge and skills.

6. Overall transformation of traditional attitudes norms and values.

7. Evaluation of impact of developing efforts.

1. Human Resource Development Procedure

Human performance depends upon the ability to work and willingness to work. Therefore, the entire process of human resource development may be broadly classified into two categories viz. (a) Development of knowledge and skill and (b) Development of attitude and values. A rational HRD procedure may be summarized as:

From the above development procedure it is clear that the development in the filed of feeling and values have characteristics very distinct from those in knowledge and skill are in term of approach as well as method. This is so because knowledge by itself cannot change value and attitude knowledge about jealously does not bring about freedom from it. Information about motivation does not motivate frustration is not removed merely by knowledge about its causes and effects.

The development of attitudes and values implies ‘understanding’ which is not identical with gathering knowledge and skill. The test of understanding is freedom from the problem and knowledge about it.
Understanding means perception of reality. The approach to perceive reality should be based on unlearning false habits in thinking. The role of a motivator should be that of a catalyst. There is nothing to teach content wise there are no ethical principle to be dished out, no behavioral prescriptions to be offered. The process of interaction should be self-discriminatory. The subject matter to be presented should be incident no explicit. What is central in process of development process in which felling and value response of the people are observed as they arise in order to bring about amongst them an awareness of the ways of their thinking. It will be an on the spot reflection of motives anxieties tendencies etc. characterizing the response of the people. It call for a spontaneous awareness and sensitivity on the part of motivator of the ways participants feel. The goal is not to give right attitudes or stand points but to turn the attention of the people to the influence that distorts perceptions of a feeling or tendency.

The HRD producer laid down above may be further simplified in the following manner:

Human performance (H) – Ability to work (A) +Willingness to work (W)

Where, Ability to work (A) = knowledge (K) + skill (S) And, Willingness to work (W) = attitudes (C) + values (D). Mathematically, it can be expressed as A=K+S, W=C+D
It is an admitted fact that people responds in different ways very few persons are found self motivated while majority need simulation to move up to new heights of performance. Hence to make the people dynamic in their thought and action, emphasis should be laid on human aspirations and motivational device in the human resource development programme.

2. Human Resource Motivation Plan

An individual is inspired to make his efforts to satisfy the needs of his life. Since human aspirations or wishes are unlimited he always fells starved. In other words no sooner one aspiration in the form of a want or need is satisfied anther appears. This process continues throughout the life of human beings and never come to an end. Therefore, to motivate people properly a study of human needs and desires is necessary human needs and desires may be classified as under:

![Diagram of Human Needs]

- Physical Needs
  - Safety and Security
  - Love and Belonging

- Social Needs
  - Status Recognition
  - BGo
The above ingredients of motivation may be briefly summarized in the following manner:

1) Physical Needs:

Physical needs may also be termed as basic human needs. These needs include the needs of fooding, clothing and shelter. Now education is also included in basic human needs.

2) Safety and Security Needs:

After satisfying the basic needs the man efforts for the safety and security which includes the needs to get safety against danger, threat deprivation and so on.

3) Love and Belongings:

These needs includes the need of love, affection, intimacy and belonging incentives not only to enhance the level of performance but also to keep the working force satisfies, to boost up their morale, to win their confidence and to promote their enthusiasm.

Hence the human resource development programme in country like India should be motivation based to enable the human reservoir of the country to bring out their bests.

In this age of changing technology human resource development is a pre-condition both for maintaining and further developing the national economy. The essence of human resource development is to bring out the best in man which depends upon the level of knowledge,
skills capacities and positive work attitudes and values. The emphasis on human resource development in India is of recent origin. The existing organizational framework of raising productive potentialities of manpower resource is hardly suitable for the purpose. An effective HRD programme has to be aimed at in order to create a willingness to take correct decisions and risks and compute strategies, high level of aspiration and achievement motivation and national interest rather than kin or caste oriented interests an open society and mobile personality. In other words, to make the manpower a valuable asset to the country HRD programme need to be resulted into the emergence of individuals physically health and strong emotionally rich intellectually alert and capable of social cooperation to meet the existing problems likely to arise in the economic system of the country.

4) Status Recognition:

   It is included the need of social status, recognition apperception, respect self confidence and competence.

5) Egoistic needs:

   Egoistic needs included the need of self development, creativity and realization of his own potentials.

   To fulfill the above mentioned needs and desire the man makes his best possible efforts and tries to collect the maximum resource of life. However, the nature and type of human needs and desires very from
person and according to time and circumstances. In developing countries, physical, safety security needs are more important than the needs and desires of status recognition and self fulfillment.

Form the above discussion it is clear that motivation is closely associated with will to work. It is an act of simulating human behavior to raise to as high a pitch as the individual is capable of in other words, motivation is one of the determinants of human behavior precisely, and it may be expressed as:

Aspiration – Motivation – Behavior – Performance

Hence to achieve the objective of better performance the basic theme of human resource development people should be inspired to behave accordingly what induce them to behave in a particular way is motivation.

To motivate people to achieve the desired goals both monetary and non-monetary incentives are offered. A motivation plan therefore should include both monetary and monetary constant exposure to management persuasion and propaganda could use employee to feel they have being manipulated.

Implementation of ‘new’ HRM approach requires trained, competent committed managers. In reality many executives are simply not up to task and attempts by incompetent line managers to interface
with personnel mater can lead to worse result than if they were not involved in HRM at:

1. At the end of the day, production and profitability consideration are bound to over side HRM considerations.

2. It is difficult to apply the ideas associated with the new HRM in organization that lack a coherent strategic direction.

3. **Human Resource Planning:**

   The implications of the human resource plan must then be considered by the top management of the company in case company objective need amendment for example it may not be possible to increase production by the planned amount because labor of the kind required is either impossible to train in the time available or does not exist in the quality needed. A long term company human resource plan is usually regarded as one which attempts to forecast for about five years ahead.

   The company must consider the demands for labor, its potential supply with correction for its present misuse over use under use and the company must consider the demands for labor its potential supply with corrections for its present misuse, overuse or under-use and the external environment. By studying the interaction of all these factors it can then produce a plan showing how many and what kind of employees are
expected to be required in the future. The main points to be considered are:

a) The creation of a company HRP group including the managers in charge of the main functions within the company.

b) The statement of human resource objective in the light of company objective by considering

   1. Capital equipment plans
   2. Reorganization e.g. centralization or decentralization
   3. Change in products or in output
   4. Marketing plans
   5. Financial limitations

c) The present utilization of human resource in particular:

   1. Number of employees in various categories
   2. Estimation of labor turnover for each grade of employee and the analysis of the effects of high or low turnover rate on the organizations performance
   3. Amount of overtime worked
   4. Amount of short time
   5. Appraisal of performance and potential of present employee
   6. General level of payment compared with that in other firms.

   Note that for all the above accurate and complete personnel records are essential.
d) The external environment of the company:

1. Recruitment position
2. Population trends
3. Local housing and transport plans
4. National agreements dealing with conditions of work
5. Government policies in education retirement regional subsidies

e) The potential supply of labor in particular:

1. Effects of local emigration and immigration
2. Effects of recruitment or redundancy by local firms
3. Possibility of employing categories not now employed e.g. part time workers.
4. Changes in productivity, working hours and practices

The Final Company HRP

After considering and coordinating these factors a human resource plan may then be made showing in detail, by function, occupations and locations it various stages in the future.

The following should appear in it:

1. Jobs which will appear disappear or change
2. To what extent redeployment or retraining is possible
3. Necessary changes at supervisory and management levels
4. Training needs
5. Recruitment, redundancy or retirement programs

6. Industrial relations implications

7. Arrangement for feedback in case modification in the plan or company objective is necessary

8. Details of arrangement for handling any human problems arising from labor deficits or surpluses e.g. early retirement or other natural wastage procedures

4. The advantages of HRP include:

   The organization should be better equipped to cope with the human resourcing consequence of changed circumstance.

   Careful consideration of likely future human resource requirement could lead the firm to discover new and improved ways managing human resources.

   Labor shortfalls and surplus might be avoided

   It helps the firm create and developed employee training and management succession programs.

   Some of the problems of managing changes may be foreseen and their consequence mitigated consultations with affected groups and individuals can occur at an early stage in the change process, decisions can be taken unhurriedly and by considering all relevant options, rather than being taken in crisis situations.
Management is compelled to assess critically the strengths and weaknesses of its labor force and personnel policies.

Duplications of efforts among employees can be avoided, coordination and integrations of workers efforts is improved.

When agreed the plan must be communicated to all unions or employee but particularly to managers and union or employee representative it is often necessary and advisable to negotiate with the trade unions on the detailed implementation of the plan.

5. Human Resources Functions:

Human resources management emerged from personnel management which itself developed from the activities of ‘Industrial welfare workers’ in the latter half of the 19th century. Throughout the History of HRM, however, a single common factor has been paramount namely the needs of people work.

Stage two may be said to have emerged during the first world war when, faced with acute labor shortage and the urgent need to increase industrial productivity, government in Europe and the USA actively encouraged the systematic study of employer-employee relations and the human aspects of Industrial work. This led to a fresh understanding of labor management problems and hence technical and sophisticated approach to the personnel officers' role, the third stage was characterized by the advancement in the 1930s and 40s of various academic theories.
of management and the integration of management studies into general ‘social science’. By the 1960s specialization had developed within the personnel function, which itself had become recognized as a valuable discipline in its own right applicable to all forms and size of business and work situation company personnel policies and procedures now encompassed recruitment and selection, training, industrial relation labor planning, salary administration and employee appraisal.

Intense business competition in the 1980s an 90s the introduction of new production technologies which depended heavily on multi skilled flexible working practices (frequently involving team working) and changing culture at both the national and individual enterprise levels catapult personnel management to increasingly critical positions within firms personnel work became associated with wider business function, and with business strategy ‘in the round’ Inevitably therefore, personnel mangers were more and more involved with general business management and concerned with profit maximizing activities such as staff motivation, performance management empowerment of workers total quality management (TGM) organizational modification and so on. Human resourcing decision had to be taken at the very top level of management within a company.

In particular, personnel management is concerned with the development and application of policies governing:
1. Human resource planning recruitment, selection, placement and termination
2. Education and training career development
3. Terms of employment methods and standards remuneration
4. Working condition and employee services
5. Formal and informal communication and consolation both thought him representatives of employers and employees and at all levels thoughts the enterprise
6. Negotiation and application of agreement on wages and working conditions procedure for the avoidance and settlement of dispute

6. The new approach to HRM:

Although the term ‘human resources management has been in use since 1960s, the work of a number of US academics led to the term assuring a new meaning in certain contexts in the 1980s and 1990s. This ‘new’ perspective of HRM emphasized.

1. Individual rather than collection (resulting form the long term decline in the number of employee belonging to trade unions)
2. Wages system based on personal contract where in a worker pay set through individual negotiation with firm as opposed to collective bargaining involving trade unions.
3. Increasing levels of casual and part time employee
4. The idea that managers and workers have common interest of management and worker in achieving company goals.

5. The need for cost-cutting and ‘lean production’ methods consequent to ever-increasing international business competition.

6. Interpersonal relationship and management, worker communication system appropriate for ‘high-teach’ industries using the latest management techniques.

7. ‘Flexible’ labor practices.

8. Team work the implementation of corporate values, company – wide (rather than individual) learning, and the idea of ‘putting the consumer first.

9. There are of course may close similarities between the ‘new’ HRM and conventional personnel management. Both recognize that personnel HRM specialists occupy and advisory role in relation to line managers both are concerned with need of people at work and both deal with same range of practice matter (recruitment, training etc.)

7. Research Methodology

The methodology adopted in this study including the objectives is given as here under:-
1. To analyze the current status of employment in the field of information technology and IT enabled service in Aurangabad District.

2. To evaluate the source of manpower of such industries.

3. To explain the producer of selection of such manpower in Aurangabad and to compare it with producer of selection of other employees.

4. To trace the strategies followed by the industries to retain such skilled professionals.

5. To study the requirement of re-training of these employees and to study the strategies followed for re-training.

6. To make the current status of satisfaction of these employees.

7. To suggest suitable guidelines to the policy makers for the better selection, retention and retraining of professionals in the field of information technology.

The primary data has been collected with the help of a structured questionnaire administered to 150 respondents they are working in IT enabled companies in Aurangabad Industrial Ares, Waluj and Shendra. Besides administrating the questionnaire, oral interviews were also conducted to collect the data. The secondary data had been collected from books, newspaper, journals, and internet.
In the wake of the changing global service landscape, India information technology (IT) and IT enabled service (ITES) continue to chart remarkable double-digit growth. The IT and ITES –BPO industry has now become the biggest employment generator, introduced a number of ancillary business such as transportation real estate and catering and almost single-handedly, contributed to the rising class of young consumers with high disposable income. The IT industry has brought in many impacts, some of which include the steady reversal of the brain drain, the evolution of governance in the country and its potential for narrowing the digital divide between urban and rural India.

In India, IT companies are known higher salaries, flexible work hours, high incentives, faster career growth, foreign assignments, employee’s stock options and move. Thus they are the most preferred industry for employment among the skilled workforce. In recent times, a huge number of employees from other industries have shifted to the IT industry. Furthermore, within the IT industry, poaching has become phenomena. These two factors along with a few others have resulted in high employee attribution. This is completely a new trend in India. Earlier, the relationship between the employer and employee was willing to break this relationship. Reasons for this may be limited employment opportunities costs involved in leaving the current employment in heisted cultural and family backdrop and people being
loyal to their employers. Today more than ever before Indian (HR) managers are devoting most their time energy and resource to analyze, design and implement HRD strategies to minimize employee attrition and foster organizational commitment. Competent and skilled IT workforce is always looking for better opportunities. Earlier studies indicate that the average working time of an employee with the current employer is 24 years in the IT industry. As such the biggest challenge for Indian HR managers is to manage and retain competent workforce. Professionals in the IT and ITES industry work in teams and most of their assignments vary from 6 months to 2 years with 3 to 5 years of work experience; these professionals have the capacity to become team leaders. They possess excellent technical skills, but lack leadership skill, and their formal education in engineering or computer science does not help them in acquiring leadership skills either. Team leaders should have leadership qualities to motivate their team, and get team effectiveness and satisfaction. There is every need for these organizations to concentrate on leadership development training programs for team leaders.

The IT industry is looking up again if the demand for software professionals is any indication; the market scenario for IT professionals is very upbeat. India IT industry is growing and the key factors which could contribute to the development in the IT industry are infrastructure
improvement, reduction in bureaucratic set-ups, increasing investments in marketing strong product focus acquiring competencies in end-to-end consulting in specific domain segments. People are the most important resource rather it’s the only dynamic resource without which all other resource like money equipment and technology become useless. This human's resource is embodied in people, which is to be properly organized and put to use to accomplish the goal of every organization.

B. SUMMARY OF THE PRESENT CHAPTERISATION

1 Introduction

This chapter provides the basic premise for the research study. The chapter begins with a prologue where IT Industry is discussed in brief. This chapter also explains the features of IT. It traces the evolution and development of IT in India from its formative years to the present scenario. Major steps taken for promotion of IT in India, NASSCOM's latest findings, Outsourcing, Multinationals in India, IT domestic markets, Growth of IT. The concept of Human Resource, Human Resource Management (HRM), Features of HRM and Approaches to HRM are discussed in this chapter. It includes objectives of the study, hypothesis, methods and tools of data collection and, analysis of data.

2. Review of Literature

The review of literature pertinent to the research study is also undertaken in this chapter.
3. Analysis of Employment related to IT in Aurangabad District

This chapter describes the industrial development of Aurangabad in brief and IT in detail. In this the socio-economic context of industry is also emphasized. The pattern of employment and types of employment prevalent in various industrial areas of Aurangabad is dealt in detail. The factors related to the employment in IT in Aurangabad district are evaluated. The profile and practices of the IT companies in Aurangabad are also mentioned in this chapter.

4. Issues Regarding Recruitment, Selection, Retention and Retraining of Professionals in the Field of IT

This topic covers the principles of Recruitment, Selection, Retention and Retraining of Professionals in the field of IT industry in Aurangabad district. To be more specific this chapter includes Recruitment, process distinguished between selection and Recruitment, Sources of Recruitment, Evolution and Recruitment pattern in India, Influences of Recruitment, Alternatives to Recruitment, and Analysis of Recruitment, Regarding Selection, the chapter includes selection strategy, procedure, process, Criteria, and Analysis. The chapter further unfolds the concept of Retention, challenges to employee retention, reasons for retention etc. The concept of Retraining methods, types and problems are also highlighted. The chapter in concluded by analyzing its repercussion on the IT industry of Aurangabad.
5. Strategies for Sustained Supply of Skilled Manpower in the field of IT

In this chapter various strategies for the sustained supply of skilled manpower in the field of IT industry are streamlined. Discussed and elaborated so as to bring out influences and challenges. It also traces the genesis and need for skilled manpower and manpower planning, utilization is discussed at length.

6. Concluding Remarks and Suggestions

This chapter mainly contains the summary, conclusion and, suggestions mainly drawn from the analysis done by closely exploring the date compiled and constructed in the previous chapters.

C. MAJOR CONCLUSION’S

Following are the major conclusion’s drawn by the researcher’s.

1. 5% of the E-recruitment process is used and adopted by the Waluj and Shendra industrial area.

2. For recruitment of the employees 5% and 4% job posting and inside moonlight process is used in Shendra and Waluj industrial area.

3. In external recruitment process direct advertise ment is used, 31% in Shendra and 30% in Waluj industrial area as a recruitment process.
4. Management institutes and college campus interview process is used only 15% of the industrial units from Shendra and Waluj industrial area.

5. 25% of the Companies are using industrial and job consultants for recruitment of the executives and employees in both the industrial area’s.

6. 45% of the industrial units have adopted conducting the training criteria for their recommended employee’s.

7. 8% of the industrial units using Trainer’s expertise for preparation of training modules and training methods.

8. 10% of the industrial units adopting training criteria as a accessing training needs in the enterprises for their employees.

9. It is found in the study is that 90% of the employees and most executives preferred high package and high salaried jobs.

10. 75% of the employees from both of the industrial units preferred work environment issues for their job satisfaction.

11. In overall selection process preliminary interview, checking references and contract of employment are mostly preferred by the industrial units from both the industrial units.

12. 10% of the industrial units preferred initial preliminary training and non supervisory training programmes for the skill full development of their employee’s.
13. 35% of the selected industrial units have adopted retraining process as well as 25% of the industrial units adopted management development programmes for the training of their industrial employees.

14. 10% of the industries and employers adopted special purpose courses and supervisory training for their employees.

15. The Indian I.T. software and services market is expected to grow by 50 billion US $ by 2009.

16. NASSCOM predicts an exponential growth in the software industry at an annual rate of about 60% over the next decade.

17. The I.T. software export is growing at a growth rate of 57% P.A. with future projections pegged at a growth rate of 60%.

18. All industrial units, in I.T as well as other sectors, will be encouraged to set aside 6% of their value added revenue (sum of salaries, pre quisites and net profit) to support I.T. and H.R.D. sector in offering I.T. as well as I.T. enabled education through investment in infrastructure establishment.

19. Employer’s organizations like NASSCOM, MAIT, CLL, FLCL, ASSOCHM and the like may be invited to get standards for evaluating the output of H.R.D. institutions.
20.30% and 70% of the industrial units in this financial crises preferred temporary employment or daily wages employment in Shendra and Waluj industrial areas respectively.

21.40% of the industrial units are having permanent employees where as 60% of the employees they hired from private job consultant’s in the study area.

22. Overall 186 industrial units situated in Waluj M.I.D.C. industrial area of Aurangabad district, most of the industrial units are engaged in diverse production that includes Polyster, Cables, Gases, Lighting, Biotech, Beverages, Forging, Engineering, Coils, Coating Polyster, Rubber, Chemicals, Auto Parts and Pharmaceutical products.

23. In Aurangabad industrial area only 3.24% of the I.T. employees are working in the Aurangabad industrial area.

24. It is observed from the Table No., 3.9 that from the 250 respondents, majority (131) of the respondents educational background level is of satisfaction an recruitment and selection have been moderate i.e. 52.4%, while 13 (5.2%) replied to have low level of satisfaction and 106 (42.4%) said to have high level of satisfaction on recruitment and selection.

25. It is indicated that, out of 305 respondents recruited and selected by gratitude or indebtedness, 174 said there level of satisfaction is
moderate that is more than half of the respondents (57.04%),
while 11 (3.6%) said to have low level and 120 shows (39.34%)
high level of satisfaction on recruitment and selection.

26. 69.1% of the respondents opined that opportunities for employee training and development are poor, more than 22% of the respondents opinion was average, where as nearly 7% of the respondents opinion was good and the rest stated that the training and development program’s were excellent.

27. 50% of the employees opined that programmed instruction is most favoured training for the employees, whole 25% respondents preferred conference and discussions, while 12.5% preferred class room teaching, and 5% of the respondent employees recommended lecture method for the training of a employees.

28. 58% of the employees felt that the criteria of performance appraisal is poor they felt the elements of the criteria are mostly related to behaviour traits rather than traits related to performance.

29. Regarding the performance appraisal system in the organizational units, 18.08% of employees preferred self appraisal system for measuring their performance of the work, 90% of the non-managerial category employee’s didn’t preferred self appraisal system.
30. Regarding the training organized by the company 71.2% of the employee respond they have not received any training organized by the company while early thirty percent of the respondents Received training.

31. Regarding the probation period 37% of the respondent’s stated that their problem period was one year where as the remaining said that it was six months.

32. Regarding the welfare facilities provided by the employer to the employees, only health insurance, medical facilities, providend fund facilities and canteen facilities are provided mostly to the employees by the organization as a whole, educational facilities, housing rent and travel concession facilities provided by very few companies to the employee’s.

33. 68.1% employees were satisfied and 32% employees were not satisfied with their welfare facilities provided by the companies.

34. Regarding the re-training needs and facilities provided by the companies 4% of the companies prefer open interview, 12% of the organizations depend on surveys reports considered for a current and projected engineering and latest changes, where as 16% of the industries preferred management and staff conferences and recommendations.
35. 80% of the employees opined that retraining is not only important for companies development but it helps employees in personal growth, whole 50% of the respondents said that development of new skills improves earning capacity, 90% of the employees said that retraining is mostly useful to adjust with changing technology and 62% respondents said that re-training improves confidence to work effectively.

36. It is clear from the table No. 3.28, that out of the computer and I.T. related educational qualification, 40% of the respondents belong to the science background i.e. bachelors or masters in science with computer I.T. and 60% with engineering backgrounds.

37. It is found that 90% of the respondents have attended the training programmes before joining the organization.

38. 50% of the respondents feels that the training offered by the organization has proved to be highly successful. It may be inferred that the trainees have perceived the effectiveness of training offered by the organization. 100% of the respondents feel that working relationship between their associates has improved a lot because of training and retraining.
D. Important Suggestions

Suggestions about Recruitment

In the light of the finding of the study and the conclusion drawn by the researcher following suggestions are made for improving recruitment, Selection, Retention and Re-Training Process.

1. Indian IT industry is growing and the key factor which could contribute to the development in the IT industry are infrastructure improvement reduction in bureaucratic set-ups increasing investments in marketing, strong product focus, acquiring competencies in end to end consulting in specific domain segments. Mergers and acquisitions can help companies in moving up the value chain.

2. As the study indicates, during the campus recruitment process, in order to attract talent at times organization does tend to oversell themselves. This leads to disillusionment among new employees.

3. It seems that the organizational socialization process of the fresh recruits gets highly influenced by socializing agent such as mentors immediate superiors and co-workers. They are the most credible source of information about organizational goals, objective work culture etc. It is important to see that besides improvement in the campus recruitment plan and orientation is given to the selection and training of socializing agents, so that
organizations can inculcate the kind of values which they want to develop in the new recruits.

4. Nowadays as a part of cost saving measures, many corporate outsource the recruitment activities to consultants. But rarely do they keep an eye on the credibility of the recruiter.

5. These are the areas to be addressed in general. These may apply to every organization but needs to be customized according to their industry and size. So it is the key responsibility of the top management that they choose the best recruiters, team and ensure, the team further recruits the genuine and motivated people.

6. The paradigm shifts in the business environment future growth prospects economic and social networking, supply demands ratio of employees in an indicator that corporate recruitment is no more daily task but an ant to be mastered upon.

**Suggestion about Selection**

Recruitment and selection is the process by which a firm finds and chosen its employees, are perhaps the most critical tasks of the organization faces without the right people, on firm can function effectively.

1. The challenge to take recruitment and selection decision, which is immense for a less established organization, trying to become big is
even more challenging. Since the organization success to a great extent depends on the kind of people are is recruitment hence, one need to take care of every possible alternative which are there to get the right fit.

2. The purpose of selection is to screen the applicant's abilities and traits in order to assess the degree of success and compatibility of the individual in the organization.

3. Traditional interview methods are seriously handicapped to identify talented employees. The traditional interviewing methods which focus more resume reference and past experience fail to capture the complexity of identifying the right candidate for the right job.

4. The management needs to keep its eggs open on such instance and make sure the consultant is not interested only in his profit making but also prospects of the organization.

5. The paradigm shifts in the business environment future growth prospects, economic and social networking supply –demands ratio of employees is an indicator that corporate selection is no more a daily task but an amount to be mastered upon.

**Suggestion about IT employee’s retention**

1. The market not the company that determines the movement of employees. Therefore the old goal of HR-to minimize overall
employee turnover has to be replaced by a new goal. To influence who leaves and when if managing employee retention in the past is akin to tending a dam that keeps a reservoir in place. The objective is not to prevent water from flowing out but to control its speed and direction.

2. There is a virtual war to poach and retain talent amongst companies as the quality work force is the nest insurance against cutthroat competition. Effective recruitment plays the key role and retaining talented employees can take the company to greater heights.

3. Though staff retention is an important issue for every organization and is a particularly important issue for many software companies due to the potential of losing valuable knowledge and skills, providing training alone does not have significant impact on retention.

4. Every employee should remember to recognize and reward their employees and be competitive in companion packages. They salary or pay check is what every employee receive, but it is the recognition of his work and relevant rewards for his work that he expect in the end.

5. The retain is the best of the organization’s talent the organization should follow a very systematic process as mentioned below:-
Step 1: Calculate the company present retention and employee duration in specific position.

Step 2: A survey as to why people are leaving.

Step 3: Prioritizing the cause of turnover.

Step 4: Strategies to increase the retention rate within the boundaries of company policies.

Step 5: Revising the strategies for retention on a timely basis.

6. It is widely felt that the findings of the “exit interviews’ can motivate the management to concentrate on the job of’ nurturing the organization.

Suggestion about IT employee retraining

1. A well-designed re-training program has built-in reinforcement. It is not necessary to reinforce learning of the skill and competences emphasized during the training really assist employees in performance of their duties and responsibilities.

2. Successful employee re-training programs results from thoughtful and serious planning. A great attention must be paid to details in order to get desired outcomes. Difficulties arise when there as lack of coherent foreign regarding what training is expected to accomplish ad rewarded. If these preliminary considerations are not given careful though and the program is not given careful though and the programs
is not implemented in a logical, systematic and sensitive manner it will be very difficult if not impossible to execute successful employee re-training.

3. We believe that re-training has a measurable impact on your company financial performance. The criteria presented above may guide you design, develop and implement your retraining programs.

4. The criteria will help you “walk the talk” an ensure that you help take the steps that are essential to ensure your training efforts lead to measurable and enable you to successes fully document a positive for your company.

5. Actual work performance and is very reliable and authentic. She also says that assessors need to equip themselves with the skills required, which will enable them to do their assessments effectively.

6. Continuous learning is possible for an organization only through re-training and development of human resource. Only then the organization can bring the suitable changes which will transform the organization into a learning organization. To become a successful and compete in the global market a holistic approach towards training and development is required.

7. Retraining programs should focus on the organization priorities and objectives encompassing latest market driven techniques to equip their human resource competently.
8. It is an established fact that human resources are assets and strategic business tools in an organization to driven corporate performance that provides a distinct competitive advantage.

9. Finally, since training involves and investment its benefits or returns should be suitable quantified and measured.

The overall observations of this study is that every organization has to concentrate on the separate I.T. employees to work in industry. The selection and recruitment procedure of each and every organisation is one and the same but the multinational companies are trying more to get the recruitment of the top executives to the casual employee by the help of recruitment consultant and by open ended Advertisement. Most of the companies are trying to get the short resume of the young and smart executive and they try to screen by the help of computer. The computer is much helpful to the employer to get screen the required applicant with suitable qualifications. Most of the companies are trying to provide re-training facilities to the new employees though who are selected latest in the organization, they don’t want to trust on the employees, the retention process and frequency of the employee’s is also very high, so to reduce the employee retention is also a mega challenge before the IT companies. Overall the human resources are playing important role in the field of I.T. The overall process of the industry in each and every process is getting very critical due to major changes in the different
environment i.e. political change over, Economic meltdown and slowdown and different recessions. So to face the challenges before industries are very critical. Most of the companies are not coming forward to face the critical challenges. Big industries are getting success but small industries are not getting success to face the latest competition. Overall in each and every industry the human resources are playing important role. Particularly in I.T. industries the human resources are became much valuable due to high and attractive packages. Every executive want to became prestigious I.T. Engineer due to high packages offered by the I.T. industries, due to this packages also the economic recession has taken place not only in U.S.A., Japan and some European countries but also in china and India also. So It is challenge before all the industries to concentrate over the skilled, well qualified and qualitative human resources to run the industries smooth and healthy. Overall human resource is the main and important resource for the industries.