Chapter - I

INTRODUCTION

1.1 THE BACKDROP:

"Human resources development is the process of increasing the knowledge, the skills, and the capacities of all the people in a society. In economic terms, it could be described as the accumulation of human capital and its effective investment in the development of an economy. In political terms, human resources development prepares people for adult participation in political processes, particularly as citizens in a democracy. From the social and cultural points of view, the development of human resources helps people to lead fuller and richer lives, less bound by tradition. In short, the processes of human resources development unlock the door to modernization."\(^1\)

Under present market forces and strict competition, the software industries are forced to be competitive, software industries must seek ways to become more efficient, productive, flexible and innovative under constant pressure to improve the results. The traditional ways of gaining competitive advantage needs to be supplemented with organizational capability i.e. the firm’s ability to manage people (Ulrich et al., 1990).\(^2\) Organizational capability relates to hiring and retaining competent employees and developing competencies through effective human resource management practices\(^3\) (Ulrich et al., 1990).

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Developing a talented workforce is essential to sustainable competitive advantage. (Kundu et. al., 2004). High performances work practices provide a number of important sources of enhanced organizational performance (Pfeiffer et. al., 1999). HR systems have important, practical impacts on the survival and financial performance of firms, and on the productivity and quality of work life of the people in them (Cascio et al., 2006). Organizations growth depends on their environment. Because the organization does not control the resources it needs, resource acquisition may be problematic and uncertain. Others who control resources may be undependable, particularly when resources are scarce. Organizations transact with others for necessary resources and control over resources provides others with power over the organization. Survival of the organization is partially explained by the ability to cope with environmental contingencies; negotiating exchanges to ensure the continuation of needed resources is the focus of much organizational action (Pfeiffer et al. 1978).

When HR practices are viewed as strategic and tactical tools by which an organization achieves its goals, then these assumptions strongly influence the HR practices that are selected as shown in the graph - 1.1 below.

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If a high technology competence is required by an organization, and there is a limited supply of the skill or capability in the labor market, then an appropriate response within this theoretical framework would be to compete with other companies by offering more attractive employment incentives. This could be achieved in a variety of ways: pay, benefits, time off provisions, work structure, work location, work rules, organizational culture, etc. Thus, the focus would be on creating an advantageous position, in comparison with other employers in attracting individuals with the required competencies.

1.2 STATEMENT OF THE PROBLEM:

In any service industry what matters is an effective human resource management as well as development of right human

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resources to cater to the needs of the industry. Career development of employees and the development of the organization should go hand in hand. Whether the organization is small in size or big in size, development of human resources is an integral part of the management responsibility. The brain power is the prime driver of value creation. In many computer software industries there is no social life to the employees because of excess work. If people are happy, the best out of them can be extracted. Otherwise attrition rate will increase, productivity will come down. Any loss of software development employee not only involves the costs of a departing employee, but also involves loss of knowledge, social capital and company memory which may cause computer software industries to fail. This is because computer software companies’ tacit knowledge gained from experience and know-how may not be passed on from senior workers to junior workers. Consequently, the competitive advantages of computer software industries may not be sustained. Therefore in computer software industries HRD is the core area.

In the HRD context development goal would include the development of entire workforce. In achieving this goal an organization’s HRD effort uses HR interventions like role analysis manpower planning recruitment and selection, training and development, promotion, transfer and demotion, career development, employees participation in management, compensation, employee welfare benefits and Rewards, grievance redressal etc. The policies and practices relating to these HRD interventions determines the success of the organization particularly in computer software industries which is HR dominated industry. The effectiveness of the HRD interventions increases manifold if the HRD effort is supported by a
dependable body of knowledge accompanied by independent research particularly in computer software industries. Such research would indeed offer certain clues to devise a comprehensive HRD framework so as to proactively function in the changing environment. Further Karnataka is known as Silicon Valley of India. It is described as IT capital of the country. Both national and multinational software industries of all size are located in Karnataka. No scholar has undertaken the research study in respect of above area. In this study an attempt is made to evaluate whether there is a HRD climate in software industry and what human resource development policies and practices are in place. Hence we confine this study to explore the policies and practices in human resource development in software industries.

Accordingly the present work is titled as a study of HUMAN RESOURCE DEVELOPMENT - POLICIES AND PRACTICES IN COMPUTER SOFTWARE INDUSTRIES IN KARNATAKA.

1.3 NEED FOR STUDY AND ITS RELEVANCE TO SOFTWARE INDUSTRY:

It’s no secret that business success today revolves largely around people, not capital. This is of great significance especially in ‘people businesses’ like software industries with relatively high people costs and low capital costs. The critical resources are employees a software company hires, motivates and retains. Success in a people-intensive business comes from hiring the right people and putting in place processes and an organization that makes them productive. Managers also need to ensure that employees' interests are aligned with a company's business objectives and their execution. It is crucial to keep employees engaged and productive. Effective and innovative HR
policies and practices can motivate the employees in software industries to utilize their set of skills and knowledge.

The Software industry has been witnessing a phenomenal growth since 1996. The growth is due to greater exploration of Human resources and innovations in software technology. Mere technology and supporting resources are insufficient to achieve quality and growth in any organization. It is human resource development practices that matters a much in providing quality service. Therefore, there is a need to explore what policies and practices are in force in the computer software industry, the extent of its practice and what new practices are evolving in recent years. This exploration leads to standardization of the understanding of the HR policies and practices with respect to software industry.

1.4 SIGNIFICANCE:
“A Smile is a curve that can set many people straight – Douglas Streere.”

The people factor has been very important for the growth of the Indian computer software industry, because the industry works on the human resources (HR) augmentation mode. This means that the quality of the work force and the level of satisfaction of human resources determine the success or failure of the computer software industry. Also the revenue of an organization is directly related to the number of projects executed and number of people working in a

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In other words, the effectiveness of human resource development policies and practices is an indication of the success of the firm in terms of revenue of the organization. Human resource is life and blood of computer software industries as skilful talents are the source for competitive advantage in these industries. The dynamic nature of the computer software industry, due to the innovative methods of work culture like virtual office and virtual migration, shows the need for different HR practices to this fastest growing industry. The characteristic of workforce is also very different from other sectors as there is high attrition rate, lack of job satisfaction, job hopping of the employees, flexibilization and individualization are common phenomenon in the industry which is a major concern for the computer software companies. So, companies are using different HRD policies and practices to manage the issues faced by the organization. Computer software industries are employing innovative human resource practices which are different from the brick and mortar companies to manage their human resources. The HR practices in Indian software industries are remarkably different from the manufacturing and other service sector companies. A review of the literature, however, revealed that there is a lack of research on Human resource policies and practices in Computer software industries in India. The present study has attempted to fill this vacuum. The researcher in this study tries to find out the answer for research question of the existence and extent of human resource development policies and practices in computer software industries with regard to the HRD interventions relating to those at the entry level such as role analysis, manpower planning, recruitment, induction of employees and training and development and

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with regard to those after the placement of the employees such as performance appraisal transfer, promotion and demotion, career planning, employees participation in decision making, compensation, employee welfare benefits, Rewards and grievance redressal.

1.5 REVIEW OF THE LITERATURE:

In II\textsuperscript{nd} half of 20\textsuperscript{th} Century, the concept of HRD evolved in West Germany. Indian Management People, were curious about this new concept its adoptability and feasibility in Indian organizations and work environment. In 1974 Larsen and Turbo (L and T) introduced for the first time the concept of HRD in India in private sector. Indian business and Industrial managers closely watched this experiment. A public sector bank, Bank of Baroda (BOB) in 1978 and State Bank of India (SBI) in 1979 adopted the concept of HRD. In the year 1980 Uday Pareek and T.V. Rao, Indian Institute of Management, Ahmedabad (IIMA) published their path breaking work “Designing and Managing Human Resource System” proposing an HRD Model based on the original western concept. With this began an era of HRD experimentation in India.\textsuperscript{11} The success reported in BOB, SBI and L and T motivated increasing number of public and private sector. Organizations to come forward to implement HRD model in their organisations. An HRD National Network was established in 1985, since then in its annual conferences. Academicians, consultants HRD managers and Senior Line managers from government institutions, public and private sector industries have presented numerous papers covering empirical, theoretical and experience based materials.

\textsuperscript{11} History of HRD in India published on IndianMBA.com on February 28, 2007 Source: www.tvrls.com
Academic and business press also responded favourably to the HRD concept emerging in the country. It helped to create an awareness of HRD among management students and scholars. The Government of India also established an HRD Ministry, around this time. In 1990 the emphasis shifted to human values and productivities through people. Reflecting this trend, the American Society for Personnel Administration (ASPA) was renamed as the Society for Human Resource Management (SHRM). The process of liberalization and privatization and globalization of the Indian economy began in the year 1991. The captains of the Indian manufacturing and service organisations realized these forces that for staying competitive and viable in the global market, every resource including human resource which is precious and thus premium, shifted on to human resources.

Since forth, experimentation on any intellectual discourse of the preceding decade regularly reported in the print media and the HRD literature tricking from the West began to influence and shape the HRD practices in Indian business. While going through the HRD literature discernibly differences were noticed in presentation, style, terminology and verse between the pre-and-post 1995 literature, the latter making its statement with a confidence born out of knowledge gained from experience taking realistic view of problems and offering pragmatic solutions. The review in the present is restricted to the literature only in respect of HRD policies and practices relating to those at the entry level of employees such as role analysis, manpower planning, recruitment, induction of employees and training and development and with regard to those after the placement of the employees such as performance appraisal transfer, promotion and demotion, career planning, employees participation management, compensation,
employee welfare benefits, Rewards and grievance redressal. With this introduction a concise literature review is being presented in the ensuing part.

**S. Ghosh (1985)**\(^\text{(12)}\) focused on organizing people for productivity. In his speech he reported that company had paid a great deal of attention to match human potential with technologies sophistication through training also due emphasis was placed on disciplined work, practices achievable work standards for industrial safety, technological updating, workers participation in decision making, encouragement to equip employee himself, better through self development and the ultimate objective was to inculcate in a wide cross-section of people within the organisation, a sense of significance and pride associated with achievement, affinity and trust, a sense of personnel enrichment and above all, a heightened sense of enterprise. Along with this the chairman should have touched upon compensation, career planning, performance appraisal, etc. for organizing people for productivity.

**S.K. Bhatia**\(^\text{(13)}\) He reported significant trend in the area of training in Public enterprises in the context of the need to meet the challenges in public enterprises as human resource training would be the dominating concern. Market changes and competition would be another thrust area of an environment change affecting future training goals; and more emphasis had to be placed on training in attitudes and behavioural changes as a component to skill rather than to bring about a change in work culture. He recommended setting up “Training Institute” for

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12 Chairman’s speech at the 1985 Annual general Meeting of Bhadrachalam Paperboards Ltd on 23.3.1985 reproduced in “The Economic Times (daily) Bombay 25.3.1985
trainers at national level. The author had expressed a pressing need of training in future. The present study is more supportive to this opinion.

**K. Venkatraman** 14 He focussed on experience based learning of employees in which they work together in small groups to examine experiences, feeling and behaviour. It is said to provide low risk environment for a person to experiment with difference ways of changing his behavioural pattern. Sensitivity training is an internal part of HRD used for team building and for attaining goals.

**B.S. K.S Chopra**15 observed that workers participation in management had indicated an element of success in West Germany USA, U.K Israel and Sweden. **Z. B Fernandes**16 specifically stressed on practical training to increase the effectiveness of Co-operatives. Frequent training, more visits to different co-operatives and knowledge of new technique should be given to the people. Training is an integral part of HRD, hence it supports the present study.

**Kamva P.K (1987)**17 mentioned that HRD activities such as training, its significance, orientation, on the Job training, issues of training, employee participation and recognition of the Union. Though the author had covered various aspects of HRM, aspects such as performance appraisal career planning etc. were left out.

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15 Chopra BS KS (1987) workers participation –some key issues in The Economic Times (daily) Baroda 24.7.87
**Bajaray D. Kolekar (1987)** suggested separate selection board for appointment for board level posts, inform personal policies to employees, impart long term training, appoint director (T and D) a concrete step towards HRD, reliable performance evaluation system and issue of appreciation letter to outstanding employees. Researcher had considered only recruitment, selection, training and development and performance appraisal and not to focused on career planning, workers participation in management etc. and use of computer in functioning of HRD effectively.

**R. Ghosh** He comments that the organisation would do the best by developing a corporative culture by making clear statements of its mission values and guiding principles which all employees are required to follow and also by providing autonomy to working better quality of work life participative management, co-operative participation, better communication, increasing the skill and competence of people and a personal approach to people and their problems.

**T.V. Rao, K.K. Verma, Anil Khandelwal and B. Abraham S.J.** Their book lays specific emphasis on the basic theme of HRD.

**A.D. Kurkute** the researcher found that there was poor employee participation in management and only on the Job training method was used to train the lower level employees. He suggested educating workers in proper handling of milk, encouraging participation of employee in management and paying attention to

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establish better labour management relation. The Researcher had focused only on recruitment, training, performance appraisal, transfer, promotion and demotion activities of HRD.

Dr. S. Ravishankar, Dr. R.K. Mishra and Dr. Motilal Sharma\textsuperscript{22} stated that, if once the human resource is developed then they become resourceful for the organization to increase its effectiveness and can also play a vital role in creatively coping with change and innovations. The author has also pointed out special characteristics of HRD in changing environment as developing people to being more resourceful and energetic, developing team spirit and encouraging the personnel to grow and change, enabling individuals to solve complex problems more competently and developing a greater degree of commitment to change in organisation.

A Labour Research Magazine\textsuperscript{23} had pointed out that lack of training was damaging the U.K’s economic performance in areas such as varied office work and fitted Kitchens, construction and metal working. It had examined that the resource devoted for training by Britain puts less resources and commitment to training than two of its major competitors - France and Germany. The National Institute of Economic and Social Research pointed out that the U.K. System trained 10000 qualified people in 1983-84 compared with 107000 in France and 124000 in Germany.

\textsuperscript{23} Labur Research magazine (January 1988) “U.K. training At The Bottom of The class volume 77 No 1 P 11.
The present study also emphasises the need of training to employees in the development of business and nation as a whole. It is the core objective of the present study.

**Yatin Rele**<sup>24</sup> He advised that to achieve 100% efficiency of employees in 100% areas that he has to organise, continuous training services should be provided to update the skills of employees for their present or new jobs. An effective training can be provided to employee on their job and institutional training. The effectiveness of training depend on the constant efforts of adjusting training, aligning it, making field manager perceive its effectiveness and transforming the participants not only in functional skills but also in their attitudes which should not be in isolation in the training center but with a constant help from the HRD Manager.

As training is the soul of HRD proper care must be taken to increase its effectiveness. Author should also consider about computer aided and internet based training to increase its effectiveness.

**Z.S. Screwvalla**<sup>25</sup> He states that if an organisation has to sustain its viability and optimise its growth according to parameters offered by the potential in the market place, then effort and investment in manpower assumes the highest priority for a business organisation. He strongly urged for employees competencies build up, proper training program arrangement and proper performance appraisal systems implementation. Here the author should have also covered quality of work like career planning, compensation, grievance procedure etc.

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<sup>25</sup> Management Excellence in Banks” in Economic Times (daily) Bombay 4.2.1988.
Dr. B.L. Mathur\(^26\) He reported about the analysis of key issues confronting the HRD to improve the productivity through a new culture encompassing positive attitude and high level of organizational and personal discipline.

M. Krishnamurthi\(^27\) summarised the existing problems perceived by him out of his own experience in various banks assignment and feedback received from interaction with officials in various banks which urges the need for sincere approach towards HRD activities such as manpower planning, training activities career planning, welfare measures etc.

V.M. Budhiraja\(^28\) He reported that effective HRD procedure is the key to excellence in organisation. Organisations should develop workforce by undertaking different policies and strategies in a way so as to increase their work commitment and dedication. As commitment from the employees can be possible by effective HRD practices, hence it is an integral part of the study.

Parthasarathi\(^29\) he stated that the real need is for identification training of need. The Author has strongly reported the use of role analysis in identification of training needs which helps the organisation to increase its training effectiveness and bringing more clarity on the role of employees for effective performance. The Author has also suggested steps such as identification of capabilities technical/functional capabilities administrative/management capabilities,
conceptual capabilities, behavioural/process capabilities and identification of the gaps in capabilities possessed and required.

**S.K. Chakravarthy** He outlined value system by specifying values-after offering a small survey of value system currently practiced in certain organization in country likes Japan, USA, China, Britain and India - as the individual must be respected, jealousy is harmful for mental health, chitta –Shuddi or purification of mind, cooperation and trust, top quality product/service, work is worship, containment of greed, ethic-moral soundness, self discipline and self restraint, customer satisfaction, creativity, the inspiration to give and renunciation and detachment. These values can be inculcated among the managers by scientific HRD practise. The survey itself indicates the real need of scientific HRD in Indian organizations.

**K.B. Akhilesh and D.R. Nagaraj** In their book they emphasised that due to competition industries have been compelled to bring in additional capital, develop new technologies, find new methods of increasing workers contributions, and changes altogether the existing systems. The new and complex technology has also been demanding new system of working, posing greater challenges for management. However people as well as trade union have not still been able to adequately respond to the above demands. Lack of commitment is visible in all sections of employees. Individuals have still not been able to comprehend and adjust to the new demands. They will have no appreciation of the new responsibilities, new work ethos and new plans which are expected from them. Taking into account the importance of

new work patterns and challenges it is necessary to reorient the existing personal approach.

**G.P. Goenka** stated that employee’s relations have been harmonious and cordial in the company. The company was able to achieve the results due to the dedicated, participative and co-operative efforts of employees and staff. He further stated that company had exemplary safety measures of international standards and management made a generous ex-gratia payment over and above the legal dues. The chairman reported that due to the best workforce and industrial relatives the company could achieve the desired goals. All HRD parameters are responsible for developing best workforce. Hence it supports the present study.

**S.K. Chakraborty and Bede Griftiths** The author emphasised on core theme of workshop through work ethics, quality of work life, leadership and team building. The workshop had covered few aspects of HRD, which would explore transformational values.

**A.N. Prabhu** reported indifferent managements and short sighted labours bury a practical idea. Some companies had taken workers on board of directors but more as decorative pieces than as integral part of the decision making machinery. Author emphasized on poor implementation of the concept by stating that, out of the 203, operating public sector industry only 109 had so far set up shop or plant level forums of WPM; another 48 enterprises had implemented.

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modified version of the scheme. The author suggested a change in attitude of both management and to employees is required for effective implementation of the scheme. Similar to WPM activity, there are many other HRD activities that are needed to be implemented.

**Mr. B.R. Shash**\(^{35}\) pointed out the importance of Human Resource Development in a business in these words “human resource are the greatest of all our assets” He stated that many types of resources are necessary to manage an industry, but mere existence of these resources is not a sufficient condition for entrepreneurial activity. On the contrary they need human resources to make them come alive. He discussed about human resources at Lipton and how these resources have been so nurtured and husbanded to respond to the needs of a fast changing business environment in the context of its own growth strategy. There are –

A. Human resource must be responsive to the needs of the business.

B. Team effectiveness and a collaborative climate are crucial to achieve business success.

C. The basics of motivation have to be fully understood.

D. Recognizing the importance of communication to enable people in an organization network, to achieve change and growth.

E. Insight into future trends in the environment relating to human resources and their impact.

He concluded that team building and team effectiveness have been achieved with emphasis on training and motivational inputs. The human resource that Lipton has built will enable the company to face

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the future challenges and the business will be in the hands of highly competent people.

N. Ghoromlow\textsuperscript{36} reported about over all economics of people development of Islamic Republic of Iran with special emphasis on infrastructure facilities, irrigation facilities. Modernized inputs to agriculture, all season employment to rural people, public welfare program, increase in literacy rate, adequate educational infrastructure, increased level of technical education, higher level education of technical, general and specialized, non-discriminatory educational policy, subsidising costs of education for the poor, industrial share for improvement of education in technical area, need for education charge and modern means of mass communication. Along with the training facility it also required infrastructural facilities to develop the workforce as well as the organization. The present article focused on it, which is the part of the present study.

Umesh H Arahunasi\textsuperscript{37} pointed out that favourable attitude of the employees towards the appraisal system should be created. The performance appraisal system should be treated as “problem solving System” Every promotion should be made purely based on performance, organization must bring the participative approach of employees in the performance appraisal system, training to appraiser and appraise should be given about performance appraisal system, proper feedback system need to be installed for the employees and good performance should be linked to with special increment, promotion and Rewards.


Mr. Mantosh Sondni\textsuperscript{38} stated that companies all over the world recognize training and development of their human resource as the single major contributor to corporate growth, innovativeness, dynamism and prosperity. Company has consciously promoted training inputs for all employees. Technical training in development of skills, product knowledge and power plant operation continued to demand the attention of technology school. Management development program were conducted through workshops, seminars and cross functional oriented teams. Organizations should contribute for employees due to the dedicated teamwork, commitment, foresight, continuing innovativeness, participative style of management and high standard of performance. The chairman’s speech represents global need for training and development activities for H.R. D.

C.A. Naik\textsuperscript{39} suggested that management should provide safety training to workers in specially established industrial safety norms proper, works conditions at work place, reduction in health hazards, workers participation in safety program, prompt disciplinary action, effective safety audit, organization of safety competitions, precaution against occupational hazards and adaptation of proper engineering procedure in the organization.

As most of the problems are related to the job and about employee’s competency, knowledge and skills, the author should have focused on selection of competent employees, induction training, performance appraisal, training as per the career planning, placement.


according to skill, arrangement of organizational development program, quality circles, employee counselling and arrangement of safety weeks.

**Aircraft maintenance technology magazine** focused on, the role of managers and employees in teamwork. For anyone to change, there has to be a strong need or desire for teamwork, there must be a level of trust amongst each other to communicate freely. When mutual trust is low there will be less teamwork and when mutual trust is high, there will be high teamwork. Teamwork creates safety, efficiency, less time consumption as employees work together, learn from each other and get motivated. Effective teamwork is built on the foundation of trust with people and relationship.

Management has to play a key role in teamwork – emphasis the benefit of teamwork, give authority, encourage training and encourage sharing of their knowledge.

It is stated that employees role in teamwork is to know about the team goals and accomplishment, determine the goal to be achieved, discuss ground rules procedure and expectations, share mutual respect, do your part, keep commitments, speak up and exchange thoughts share the glory look for ways to make new ideas, speak positively about each other; do everything with enthusiasm and do not lose faith. As teamwork is the result of all the activities of HRD, hence for effective teamwork there should be proper HRD climate.

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40 Aircraft Maintenance Technology Magazine (March 19930 Team work in, www Google.co.in.
T.V. Rao D.M. Silveira C.M. Srivastava and Rajesh Vidya Sagar\textsuperscript{41} stated in their paper that, due to liberalization of Indian Economy many changes are taking place in the corporate sector related to quality, product and services, cost effectiveness and efficientness, improvement in technology to upgrade work methods, work norms, technical and managerial skills and employee motivation to face challenges. Above aspects were discussed in the conference and the important role of HRD in improving them was pointed out.

Okere Loveday\textsuperscript{42} pointed out that the manpower planning should be balanced with the current supply of employees, match the ability of employees to the bank requirements and it should be based on Job description. The researcher further pointed out that, there should be separate manpower planning division under H.R Manager, expert surveys, manpower research for manpower forecasting and use of questionnaire and checklist be made for collecting Job analysis information; direct techniques of recruitment should be made, suitable interviews and tests should be arranged for different categories of employees and training should be arranged according to the employees need.

Christopher Meyer\textsuperscript{43} proposed guiding principles to maximize the effectiveness of team as the overreaching purpose of measurement system should be to help a team, rather than its top management gauge.


\textsuperscript{42} Okere Loveday (1994) in his Ph.D thesis “A Study of Human Resource Management with special Reference to Recruitment Selection, Training of Managerial and Non Managerial staff in the Nigerian Banks”.

\textsuperscript{43} M.D. Strategic Alignment Group, California in their article “How the Right measures Help Teams Excel”1994.
its progress. A truly empower team must play the lead role in designing its own measurement system, because a team is responsible for a value delivery process that cuts across several functions, it must create measures to track that process and a team should adopt only a handful of measures. He further quoted that “trying to run a team without a good, simple guidance system is like trying to drive a car without a dash board’. Top manager must set strategic goals, show a team how it fits in those goals and train the team to choose its own measures.

V.K. Dikshit\textsuperscript{44} pointed out that as follows:

- Human development is the key element in managing global changes on way to the 21\textsuperscript{st} Century.
- Management and Training Associations shift their focus of training from maintenance learning to discovery learning.
- Corporate Organizations collectively support industrial training, link training to international standards and develop extensive networking for accessing information on global market conditions and technological innovations.
- They HRD professionals extend their role beyond the employee to his family and act as a bridge between the world of theory and practice through sustained application of new knowledge.
- Management consultant should act as a link between management, educational institutions and industry.

Prof. Arun Monappa and Prof. Mirza Saiyadain\textsuperscript{45} in their book covered various HRD activities such as recruitment and selection,

\textsuperscript{44} V.K. Dikshit, President Indian society for Training & Development and Executive Director (HRD) Indian Oil Corporation in his article “Human Development for managing Global Transition. To 21st century”.

interview, training and Development, career planning and development, performance appraisal compensation, employee welfare and workers participation in management, communication, Job enrichment and work design, grievance procedure, quality circle and quality of work life. However the book would have been more informative with the focus on organizational change and development, employee counselling, Rewards and benefits, teamwork, communication of personal policies and use of information technology.

in these entire sub-systems.

Martyn Sloman\textsuperscript{46} in his book offered new models of training and practical guidance on how to proceed on training. The main aim of this book is to inculcate the new approach in operating experience. The book was divided in three parts, Part-I outline the new context in which training must be delivered,

Udai Pareek\textsuperscript{47} pointed out various HRD instruments for personal and interpersonal styles, their roles in organizations and non-corporate sector. He further explained satisfaction schedules, role efficacy, organizational learning, role satisfaction and isolation, trainer’s style, consulting style, life styles and aspect of motivation and personal effectiveness. The author had provided various training instruments for HRD professionals which can be used according to the need.

Peter Carbonara\textsuperscript{48} in his article “Hire for Attitude Train For Skill” stressed on selection of right employee in the organisation. He strongly quoted” you can’t build a great company without great people and

\textsuperscript{46} Martyn Sloman (1990) A Handbook for Training strategies Bombay Jaico Published
great people can be known by rigorous hiring techniques. The more deep hiring techniques the greater people you get. Hiring is not about finding people with the right experience, it is about finding people with right mindset. Companies hire for attitude and train for skill to get top success. The article reflects acute need of HRD.

**B.D. more** He expressed acute need for periodic survey of HRD climate, training to police personnel, meaningful performance appraisal system, purposeful career planning system consisting of central career counselling and training information cell, restructure the compensation system, sufficient welfare facilities, recruit HRD professional etc.

**Dr. C.B. Gupta** in his book “Human Resource Management” reported various HRD practices such as recruitment, selection, placement induction, training and Devp., career planning Compensation performance appraisal employee welfare, grievance procedure and future role of manager. The book provides more information with the focus on use of computer internet and web based system to impart Training, provide career planning and assess performance.

**Ramprakash Narayan Nair** studied existing executive training and development program of Banks and evaluated newly developed system to confirms its utility. He advised Banks that training need should be properly identified, training should be time bound and

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restructured as per the need, the schedule of training and infrastructure should be prepared, pre and post training appraisal program should be conducted and cost benefit favourableness of training program should be prepared. The author had focused on training and development aspect of HRD.

**Rongala Suresh Kumar** 52 reported that, improvement to be made in training methods, organizations training courses and in training skills. He expressed need for accurate and systematic record system of training and performance appraisal results. Researcher had covered only training, performance appraisal and career planning sub systems of HRD.

**Dr. Rajender S. Aurora and Nitin G. Vazirani**53 reported sub-system as human resources planning (HRP), Job analysis, recruitment, selection with different sources and process of selection, training concept and methods and performance appraisal. As the title of the book is HRD it would have been more useful had it considered other sub systems.

**D.T. Chavare**54 strongly demanded that advertisement should be given in Marathi newspapers, vocational education staff selection committee should be formed and vocational education based training should be arranged. The researcher had discussed few aspect of HRD such as recruitment, selection, training and development, organisation development, reinforcement and career planning.


K Erasi found in his article that majority of units did not have separate personal department, as they were not aware of manpower planning besides they did not have any HRM policies. Employee were recruited on temporary basis through personal contacts and walk in interview type. Majority of the units did not have any policy on training and development. He suggested that they might hire a consultant on a permanent or part time basis which will bring about increasing awareness to implement current knowledge in HRM. The author was of the opinion that Indian entrepreneurs should give up their old method of management thoughts. In order to sustain in cut-throat competition, they have to manage their business on scientific basis by analysing their business problems. They must change their attitude towards employees as they are their real assets. Also they should implement HRD techniques to utilize their potential.

Prof Biswajeet Pattanayak HRD Sub systems which helps to evaluate performance of employees, provide career planning, training and development, better quality of work life and arrangement for quality circles, reward system and organisations development programme.

Gory Dessler lays specific emphasis on Information Technology in HRD and its use in recruitment, selection and placement of an employee, on the job training and development, performance appraisal, career planning activities for employees, compensation and

maintenance of employees in the organisation by highlighting HR roles’ HR Net” along with the strategic overview and strategic HR”. The author had explained these activities along with live pictures on live interactive through computers and internet.

**Dr. Vidya Salunke** 58 reported that H.R. Policies of each bank should be uniformly reoriented, there should be a special training program for bank employees, transparent performance appraisal system and post appraisal interview and separate career counselling and training information cell. The bank may evolve appropriate modifications to the existing mechanisms of employee welfare and have HRD professionals. The book would have been more informative with its focus on organization development and change, workers participation in management etc and HRD Sub systems.

**Dr. P. Subha Rao** 59 in his book throws light on all HRD sub systems in the four parts of the book – role analysis, HRP, recruitment selection, placement induction, training and development, performance appraisal, career planning and development, employee counselling, OWL, QC, OD and change, WPM, team work, grievance procedure, compensation and records.

**Srinivas R. Kandula** 60 the author has filled up the practical gap by developing different models through experience and presented it in the book in a vivid manner. He has described HRP, training, management development, competences and career management;

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performance management, team building, communication, involvement and empowerment, O.D. change management and H.R. evaluation techniques.

**Cordon L Simpson**[^1] in his article quoted that performance appraisal should be viewed as a beneficial process in H.R.D. It should be accepted as a normal management responsibility to review the performance of all employees and should also discuss its result with them regularly. According to the author the key elements of an effective performance appraisal system are - clearly define performance standards, an effective monitoring system, regular discussion of performance and develop of appropriate action planes as a consequence of the appraisal. The elements will help employees to ensure, accept and yield more desired benefits. The article would have been more effective if focused on application of performance appraisal in deciding HR policies and practices relating to training, compensation, promotion etc.

**Shirley Tracy**[^2] In his article stresses on the importance of competent recruitment in business. He explained the advantages of competent recruitment as - employee with right knowledge, skills, and attitudes to work, the right fit for the role and have objective measurement of highest degree than subjective one. He reported that the key components of successful recruitment are a good quality description of the position, a behavioural event interview, selection panels, staffed with competent recruiters, spread sheet into which interview result can be entered and computed, assessment using


instruments intellectual, technical, psychological and reference checking.

**Boris Groysberg Ashish Nanda and Nitin Nohria**\(^{63}\) They reported in their article that companies hire stars when the star cluster fades, the group’s performance slips and the company’s valuation suffers. The drivers of star performance are resources and capabilities, systems and processes, leadership, internal network training and teams. An executive’s performance depends on both his/her personal competencies and also on the capabilities of the organisation. The authors are of the opinion that in business the only, viable strategy is to recruit good people develop them and retain of many stars of possible It supports the present study as recruitment is one of the sub-systems of HRD and also recruitment is a very crucial function in computer software industries.

**Neha Sharma Saro**\(^{64}\) In her article strongly stressed the point that hiring gifted talent is the most crucial task whether on is building from Zero or adding to an already expanding organisation. She further stated that, a mistake on the people side is more critical than any financial mistake. For the organisation to derive long term value from the candidates, it should be able to make their recruitment process, externally effective. However the author should have considered the use of computer in hiring process and internet as an important source for getting right proportionate of candidate for hiring.


Syed Ashfaq\textsuperscript{65} He reported that H.R. department should be omniscient, omnipresent and omnipotent, which would help in readings the dream of building a great organisation team as:

i. Never compromise on recruitment.

ii. Always look for proactive, progressive and productive attitude candidate than his qualification.

iii. Always groom in house talent for higher positions than outsider.

iv. Always offer reward for good performance of employees.

v. A new employee has to the trained to suit the needs of the organisation.

vi. Regular review of training effectiveness.

vii. Collaborative effort of supervisors in team efforts to trustful level.

viii. Productive inter-personal relation.

ix. Encourage and celebrate every movement of achievement

x. Continuous training and development of employees.

It supports the present study because these are HRD policies very crucial function in computer software industries.

Singh and Singh\textsuperscript{66} He examined the strategic role of the HR function in mobilizing employee’s towards change. They proposed models of strategic HRM and HRM cycle depicting the linkages between HRM and the actual implementation of strategic HRM plans in HR activities like manpower planning, selection, retrenchment, and

\textsuperscript{65} Ashfaq Syed (2004) Organization Building A Challenge To meet Business Goals in Head start supplement to the Indian Express (daily) Pune 2.9.2004 (The author is vice-president 3 Re THREER Info Systems Pvt. Ltd.

training and development. They also focused on the immense challenges facing senior HR managers in India and suggested the possible ways of facing them.

Sivasubramaniam and Venkata Ratnam\(^67\) In their study on strategic perspective of HRM in Indian firms and the effects of alternative HRM strategies on firm and employee performance level, surveyed 109 senior managers in public and private Indian corporations. The results of the study indicated three coherent HR strategies in these organizations. The three strategies were based on the HR dimensions of inducement, investment, and involvement. The study found an amazing fact that HR strategy based on motivation through Rewards and punishment accounted for 25 percent of the investment strategy sample. Great premium was placed on employee development. A paternalistic approach to management accounted for 33 percent of the sample. Involvement strategy to achieve a very high level of employee commitment accounted for 42 percent of the sample. As far as business strategies are concerned, the four different business strategies prevalent among the 83 companies were defender (23 percent), analyzer (42 percent), prospector (27 percent), and reactor (8 percent). Defender is usually based on prices, focuses on stability and efficiency. Analyzer focused on maintaining stability while being flexible, moderately centralized and a reward system that favors efficiency and effectiveness. Prospector usually competes on the basis of innovations, with decentralized control systems focusing on locating and exploring new opportunities, Rewards innovation, and creativity. In their survey of the relationship between HRM and firm performance, tracked the

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performance impact of HR strategy through HR performance, turnover rate, employee productivity, strategic performance, and financial performance. Based on a study of 52 companies, they revealed that 21 firms had aligned their HR strategy with their business strategy.

**Sangeeta Tripathi and Nachiketa Tripathi**[^68] In their study attempted to investigate the relationship between Downward influence strategies and organizational success, which includes Job satisfaction, Effectiveness and Intention to quit (IQ). The study is based on a sample of 200 middle level executives of 10 public and private sector organizations. The finding indicate that less use if Asserting Expertise and Negative sanction and frequent use of Rewards and personalized relationship would enhance the Job satisfaction, Effectiveness is also likely to enhanced by the use of Rational Rewards. Asserting expertise may increase Intention to quit the organization. If manager’s use appropriate influence strategies, these would be more likely to result in organization success

The recent findings of **Miles and Snow**[^69] suggests that the basic HRM strategy of Defenders will be to ‘build’ human resources, as opposed to ‘acquiring’ or ‘allocating’ them. This means that Defender Company typically engages in intensive training, capability building of people and recruiting people only at the entrée level. In contrast, prospectors typically follow “buy in talent” a strategy that involves sophisticated recruiting at all levels of the organization, limited training, and extensive psychological testing before hiring. By implication Miles and Snow suggest that analyzers should match their

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HRM strategy to the nature of the product-market, and thus engage in ‘make’ or ‘buy’ HRM approaches as appropriate to the different product-market domains.

A study by Wright P.M. and Mc Maghan, G.C\textsuperscript{70} Approaches of the SHRM, attempts to link Human Resource activities with competency based performance measures attempts to link Human Resource activities with business surpluses or profit. These two approaches indicate two factors in an organizational setting. The first one is the human factor, their performance and competency and the later is the business surplus. An approach of people concern is based on the belief that human resources are uniquely important in sustained business success. An organization gains competitive advantage by using its people effectively, drawing on their expertise and ingenuity to meet clearly defined objectives. Integration of the business surplus to the human competency and performance required adequate strategies. Here the role of strategy comes into picture. The way in which people are managed, motivated and deployed, and the availability of skills and knowledge will all shape the business strategy? The strategic orientation of the business then requires the effective orientation of human resource to competency and performance excellence.

Another perspective linkage between business strategy and HRM is Miles and Snow’s (1994) model of organizational adaptation, which deals with alternative ways in which organizations define their product-market (strategy) and construct mechanisms(structures and processes) to pursue these strategies. Miles and Snow suggest that there are four basic types of organizational strategies which they term

\textsuperscript{70} Wright P.M. and Mc Maghan, G.C. “Strategic Human resource framework for General Managers” New York John Wiley and Sons Inc.
‘Defender’, ‘Prospector’, ‘Analyzer’ and ‘Reactor’. Each strategy has its own unique organizational features and supporting characteristics.

Another survey carried out in 2003 by Accenture (Ashton, Haffender, and Lambert, 2004) confirms these findings; Among 1,000 leaders interviewed, only 34% evaluated the performance of the area as good, although 83% stated it was critical to the success of the business. From this last perspective, HRM should have three key capacities to be considered strategic. Firstly, it should distribute services related to HRM work processes, so all employees could have access to the internal and external channels related to them (communication). Secondly, the area should bring in HRM management consultancy services, performing as partners of executives, business units and business line managers. In this way, it would attend to the specific needs of each of the other departments of the company helping to develop core competences that are relevant to them and that may constitute business differentiating factors. Thirdly, the HRM department should provide more support and strategic services to the organization’s senior management, an option foreseen as the future of the area, but which has yet to be established.

Gray L. Neilson, Karla L. Martin, and Elizabeth Powers (2008) in this research “The Secrets to Successful Strategy Execution”, found that enterprises fail at execution because they go straight to structural reorganization and neglect the most powerful drivers of effectiveness—decision rights and information flow. They tested organizational effectiveness by having people fill out an online diagnostic, a tool

comprising 19 questions (17 that describe organizational traits and two that describe outcomes). To determine which of the 17 traits in our profiler are most strongly associated with excellence in execution, they looked at 31 companies in our data base for which had response from at least 150 individual (anonymously completed) profiles, for a total of 26,73 responses. Applying regression analysis to each of the 31 data sets, they correlated the 17 traits with our measure of organizational effectiveness, which they defined as affirmative responses to the outcome statement “important strategic and operational decisions are quickly translated into action. Then they ranked the traits in order, according to the number of data sets in which the trait exhibited a significant correlation with our measure of success with in 90% confidence interval. Finally, they indexed the result a 100-point scale. The top- “Everyone has a good idea of the decisions and actions for which he or she is responsible”-exhibited a significant positive correlation with our success indicator in 25 of the 31 data sets, for an index score of 81.

1.6 OBJECTIVES OF THE STUDY:

The basic objective of this study is to examine the status of Human resource policies and practices in Computer Software industries in Karnataka state and to understand the underlying factors of these practices.

1. To examine the extent to which human resource development policies and practices are practiced by Computer Software industries.
2. To bring out and to examine the effectiveness of human resource
development policies and practices in Computer Software
industries.

3. To examine the human resource development policies and
practices with regard to the human resource interventions at the
entry level specifically relating to role analysis, human resource
planning, recruitment and induction in Computer Software
industries.

4. To identify and analyze human resource development policies
and practices relating to employee development specifically with
regard to training and development, career planning and
development, promotion, transfer and demotion, employee
participation in management in Computer Software industries.

5. To examine the human resource development policies and
practices relating to employee motivation specifically with
regard to performance appraisal, compensation, employee
welfare facilities and benefits and Rewards in Computer
Software industries.

6. To identify the human resource practices relating to grievance
redressal in Computer Software industries.

7. To offer useful suggestions based on findings.

1.7 HYPOTHESIS:
The following hypothesis are formulated and tested in the study.


1.1 Null Hypothesis

\[ H_0: \] There is no significant difference between low turnover and
moderate turnover computer software industries in Karnataka
with regard to human resource development policies and practices.

1.1 Alternate Hypothesis

H<sub>1</sub>: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka with regard to human resource development policies and practices.

1.2 Null Hypothesis

H<sub>0</sub>: There is no significant difference between low turnover and high turnover computer software industries in Karnataka with regard to human resource development policies and practices.

1.2 Alternate Hypothesis

H<sub>1</sub>: There is a significant difference between low turnover and high turnover computer software industries in Karnataka with regard to best human resource development policies and practices.

1.3 Null Hypothesis

H<sub>0</sub>: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka with regard to human resource development policies and practices.

1.3 Alternate Hypothesis

H<sub>1</sub>: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka with regard to human resource development policies and practices.
2. Role Analysis

2.1 Null Hypothesis

H₀: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of role analysis.

2.1 Alternate Hypothesis

H₁: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of role analysis.

2.2 Null Hypothesis

H₀: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of role analysis.

2.2 Alternative Hypothesis

H₁: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of role analysis.

2.3 Null Hypothesis

H₀: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of role analysis.

2.3 Alternative Hypothesis

H₁: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of role analysis.
3. Human Resource Planning

3.1 Null Hypothesis
\( H_0: \) There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of human resource planning.

3.1 Alternative Hypothesis
\( H_1: \) There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of human resource planning.

3.2 Null Hypothesis
\( H_0: \) There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of human resource planning.

3.2 Alternative Hypothesis
\( H_1: \) There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of human resource planning.

3.3 Null Hypothesis
\( H_0: \) There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of human resource planning.

3.3 Alternate Hypothesis
\( H_1: \) There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of human resource planning.
4. Recruitment

4.1 Null Hypothesis

$H_0$: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Recruitment.

4.1 Alternate Hypothesis

$H_1$: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Recruitment.

4.2 Null Hypothesis

$H_0$: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Recruitment.

4.2 Alternate Hypothesis

$H_1$: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Recruitment.

4.3 Null Hypothesis

$H_0$: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Recruitment.

4.3 Alternate Hypothesis

$H_1$: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Recruitment.
5. **Induction**

5.1 **Null Hypothesis**

$H_0$: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Induction.

5.1 **Alternate Hypothesis**

$H_1$: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Induction.

5.2 **Null Hypothesis**

$H_0$: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Induction.

5.2 **Alternate Hypothesis**

$H_1$: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Induction.

5.3 **Null Hypothesis**

$H_0$: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Induction.

5.3 **Alternate Hypothesis**

$H_1$: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Induction.
6. Training and Development

6.1 Null Hypothesis
H₀: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Training and development.

6.1 Alternate Hypothesis
H₁: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Training and development.

6.2 Null Hypothesis
H₀: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Training and development.

6.2 Alternate Hypothesis
H₁: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Training and development.

6.3 Null Hypothesis
H₀: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Training and development.

6.2 Alternate Hypothesis
H₁: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Training and development.
7. Career Planning and Development

7.1 Null Hypothesis

H₀: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Career planning and development.

7.1 Alternate Hypothesis

H₁: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Career planning and development.

7.2 Null Hypothesis

H₀: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Career planning and development.

7.2 Alternate Hypothesis

H₁: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Career planning and development.

7.3 Null Hypothesis

H₀: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Career planning and development.

7.3 Alternate Hypothesis

H₁: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Career planning and development.
8. Transfer, Promotion and Demotion

8.1 Null Hypothesis
H₀: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Transfer, Promotion and Demotion.

8.1 Alternate Hypothesis
H₁: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Transfer, Promotion and Demotion.

8.2 Null Hypothesis
H₀: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Transfer, Promotion and Demotion.

8.2 Alternate Hypothesis
H₁: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Transfer, Promotion and Demotion.

8.3 Alternate Hypothesis
H₁: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Transfer, Promotion and Demotion.
9. Employees Participation in Management

9.1 Null Hypothesis

H0: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Employees participation in management.

9.1 Alternate Hypothesis

H1: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Employees participation in management.

9.2 Null Hypothesis

H0: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Employees participation in management.

9.2 Alternate Hypothesis

H1: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Employees participation in management.

9.3 Null Hypothesis

H0: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Employees participation in management.

9.3 Alternate Hypothesis

H1: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Employees participation in management.
10. **Performance Appraisal**

10.1 **Null Hypothesis**

\( H_0: \) There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of performance appraisal.

10.1 **Alternate Hypothesis**

\( H_1: \) There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of performance appraisal.

10.2 **Null Hypothesis**

\( H_0: \) There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of performance appraisal.

10.2 **Alternate Hypothesis**

\( H_1: \) There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of performance appraisal.

10.3 **Null Hypothesis**

\( H_0: \) There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of performance appraisal.

10.3 **Alternate Hypothesis**

\( H_1: \) There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of performance appraisal.
11. Compensation

11.1 Null Hypothesis

H₀: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Compensation.

11.1 Alternate Hypothesis

H₁: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Compensation.

11.2 Null Hypothesis

H₀: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of compensation.

11.2 Alternate Hypothesis

H₁: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of compensation.

11.3 Null Hypothesis

H₀: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of compensation.

11.3 Alternate Hypothesis

H₁: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Compensation.
12. Employee Welfare Facilities and Benefits

12.1 Null Hypothesis
H₀: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Employee welfare facilities and benefits.

12.1 Alternate Hypothesis
H₁: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Employee welfare facilities and benefits.

12.2 Null Hypothesis
H₀: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Employee welfare facilities and benefits.

12.2 Alternate Hypothesis
H₁: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Employee welfare facilities and benefits.

12.3 Null Hypothesis
H₀: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Employee welfare facilities and benefits.

12.3 Alternate Hypothesis
H₁: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Employee benefits.
13. **Rewards**

13.1 **Null Hypothesis**

$H_0$: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Rewards.

13.1 **Alternate Hypothesis**

$H_1$: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Rewards.

13.2 **Null Hypothesis**

$H_0$: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Rewards.

13.2 **Alternate Hypothesis**

$H_1$: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Rewards.

13.3 **Null Hypothesis**

$H_0$: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Rewards.

13.3 **Alternate Hypothesis**

$H_1$: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Rewards.
14. Grievances

14.1 Null Hypothesis

$H_0$: There is no significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Grievances.

14.1 Alternate Hypothesis

$H_1$: There is a significant difference between low turnover and moderate turnover computer software industries in Karnataka in respect of Grievances.

14.2 Null Hypothesis

$H_0$: There is no significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Grievances.

14.2 Alternate Hypothesis

$H_1$: There is a significant difference between low turnover and high turnover computer software industries in Karnataka in respect of Grievances.

14.3 Null Hypothesis

$H_0$: There is no significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Grievances.

14.3 Alternate Hypothesis

$H_1$: There is a significant difference between moderate turnover and high turnover computer software industries in Karnataka in respect of Grievances.
1.8 RESEARCH DESIGN AND RESEARCH METHODOLOGY:

Research Design

An empirical research design is adopted to identify and examine the various human resource policies and practices in computer software industries in Karnataka state.

Selection of the study area

Karnataka state has been the geographical region chosen for study and especially Bangalore city where in core of the computer software industries are operating. In the process a list of computer software industries operating throughout India is prepared. Then 189 computer software companies having operation in Karnataka was drawn out for research.

Research methodology

The research work confines itself to an in-depth analysis of specific human resource development policies and practices in computer software industries in Karnataka. This study is based on primary data in particular and secondary data in general.

a) Primary sources of data

The primary data is collected by the researcher through questionnaire, supported by personal interview and discussion with the executives who are the respondents. The questionnaire comprises two sections. The first section contains 8 questions relating to personal data of the responding executive. The second section is containing 49 questions along with sub questions relating to HR policies and practices in computer software industries in Karnataka. It is designed to observe the responses and to record them with closed ended questions along with multiple choices of human resource policies and practices.
This questionnaire was experimented by self-filling responses from 189 respondents from various computer software industries chosen at random.

b) Secondary source of data

Secondary data are collected by referring books, journals, magazines, research papers, articles and websites.

c) Statistical tools and techniques:

Further the data collected was compiled and subjected to analysis by using SPSS 16.0 software which is exclusively relating to statistical tools and techniques. The descriptive statistics like actual counts, percentages, correlations, means, standard deviations and T-tests are the statistical tools used to analyze the primary data gathered.

Actual counts and percentages are used to assess the frequency and percentage extent of certain variables related to human resource policies and practices.

Correlations are used to assess the relationships of human resource development policies and practices in computer software industries. Mean values and standard deviations are used to understand the variations in the HRD policies and practices among computer software industries. Then the T-test is used to test the various hypothesis governing HR policies and practices in computer software industries.

1.9 SAMPLING TECHNIQUES AND SAMPLING SIZE:

Totally 189 executives in computer software industries operating in Karnataka were chosen as sample points for the purpose of the study.
Organizations employing more than 50 employees were selected as a responding unit. The sampling population for the study was chosen on the basis of convenient random sampling technique. Respondent were the senior human resource personnel in human resource department who are in line positions. The sample for the study consists of 200 respondents out of which 189 samples were collected from computer software industries.

1.10  CHAPTER SCHEME:

The study is presented dividing it into several chapters as stated below:

Chapter – I  Introduction

Chapter – II  Human Resource Development and Indian Computer Software Industries

Chapter - III  Conceptual frame work - Human Resource Development

Chapter - IV  HRD Policies and Practices In Computer Software Industries in Karnataka – An Empirical Analysis

Part –I:  Profile of Respondents

Part –II:  Overall analysis of HRD Policies and Practices in Computer Software Industries in Karnataka


Part –IV:  Correlation analysis
Chapter - IV  Findings, Suggestions and Conclusions

Bibliography

Annexure - 1  Questionnaire

1.11  LIMITATIONS OF THE STUDY:

HRD practices and computer software industries both have large applications and scope of study. We have taken the computer software industries of Karnataka state as our scope of study due to financial and as well as time constraints. Therefore the results obtained have the limitations of the regional dynamics acting on the computer software industries at Karnataka State. Therefore the general conclusions and findings can be generalized with a subjective understanding of the field dynamics prevailing in Karnataka on computer software industries.

1.12  SCOPE FOR FURTHER RESEARCH:

This study throws light on the overall HR policies and practices and their issues challenges and practices in Karnataka State. It does not fully focus on each different computer software industries and also does not focus on each independent company. It is a generalized study and opens up scope for further research in practice wise research in HR practices. Also, it opens up scope for geographical implications, Government’s role in computer software industries, and allied trends.