

**HR ANALYTICS TO IMPROVE EMPLOYEE PERFORMANCE IN IT
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There are many aspects involved in manufacturing of a product or providing service of particular product and for the same, we need human beings as well as machines to perform the aforesaid task. Since ancient times, the role of human beings has been changing constantly before and even after Industrial Revolution. With the increased use of technology, one can make things simple and easy but with that one cannot avoid or ignore effective involvement of humans into the entire process. Though the use of machines and automation has increased, the importance of human beings has raised a lot and it's constantly going upwards. The role of humans has now taken a shift from physical part to intellectual part. Indian industries have been divided into many portions, but amongst all the sectors, IT-ITES industries have been successful enough to make the noise in the market of India since last 30-35 years. The growing importance of the sector can be reflected by its increasing contribution towards India's GDP which was about 1.2% back in the year 2018 and got increased by 7.5% in the year 2022 and the graph is still on. Unlike other sectors, IT-ITES sector has human brains working for it and hence recruits intellectual capital which in itself is a challenging task. One can say it's a challenge as human being, as well as their brains, need to be taken care of and with this concept comes into the picture of how to take effective care of them. The only way out is to provide them with better facilities, compensations, taking care of their requirements at every stage of their career etc which one in all is termed as Human Resource Practices. And with this concept into considerations, firms now a day have realized the importance of human capital and hence make huge investments after them. And last but not the least to what extent firms need to stretch themselves being handling these important assets and how to leverage this investment and return on investment things. Theories on Human Resource Management practices and performance have been studied and conducted by researchers in order to study and explore more insight into this mysterious relationship. The present study is just one another study in the same direction to try to study HRM practices provided by the firms and Employees or Organization performance but in the IT-ITES industry.

Key Words: human resources, industry, job satisfaction, management, organisation, performance

Introduction

Human Resource Management is all about practices, policies and different structures firms adopt to take care of the most important resource of the organization ie employees or human resource. HRM is about planned HR deployments and activities intended to achieve its goals as per Wright and McMahan. More concisely, HRM is about how a firm uses the complete package of practices and policies in order to achieve effectiveness and better organizational performance.

Significance of the Study

The study is significant as following outcomes may be derived which hence can be useful to HR managers/Managing Heads of selected IT-ITES firms.

1. **Essential HRM Practices Experienced in IT-ITES Firms:** Although a lot of studies have been done in the past regarding investment in HRM practices and Organizational Performance, still there is a dearth of studies which directly or indirectly develops or establishes the linkages between HRM practices and Firm performance. The present study is done in the same continuation but for IT-ITES Industry of Central Gujarat to know which major practices prevail in the above-mentioned sectors, which are widely practiced and which are followed less or given less priority.
2. **Diverse HR Related Performance:** Though there are about thirty-five to forty HRM practices, the present study thoroughly identifies only selected or important HRM practices widely acceptable or practiced by selected companies in the Industry.
3. **Assorted Organizational Related Productivity:** There may be many parameters for which investment in HRM practices is measured by various performance outcomes. The present study covers outcomes like HR or Employee Outcomes, Organizational outcomes out of four major performance outcomes which also include Market Growth as well as Financial Outcomes.
4. **Exploration of HR Practices and Employee Retention relation:** This is a “Black Box” issue which still remains unexplored; however, the present study tries to through light on the linkages between HRM practices and Firm Performance.
5. **Relation Between HR Practices and Absenteeism, Turnover and Satisfaction:** Out of few performance outcomes, like HR or Employee performance, Financial Performance, Organizational or Operational Performance and Market Growth or Value, the present study highlights the linkages between Various HRM practices provided by the firms and the result or outcome related to HR like Job Satisfaction, Decreased employee absenteeism and Decreased turnover.
6. **Impact of HR Practices on Customer Service, Service Quality, and Product Quality:** The present study gives details about Organizational Performance like Employee Productivity, Quality of Service provided by the employees and Quality of Products delivered by the employers of IT-ITES Industry.
7. **An insight into HR Practices affordable and Firm Size:** The study highlights about the fact that bigger or more is the size of the firm better can be the facilities and benefits provided to the employees.

HR Practices

HR practices are based on the business needs of the firm within the context of culture, structure, technology and processes Armstrong. Decent HRM practices are a mixture of Human Resource Planning, Recruitment and Selection, Training and Development. Compensation and Benefits, Performance Management, Career Planning and Development Coaching and Mentoring etc. Talking about small size firms, the major decisions regarding Human Resources are directly taken by the owners

and managers as compared to a formal department of big organizations Koch de Kok. As reasoned by HR professionals there can't be any "best fit" combination of HR practices. What happens is good HR practices are taken from benchmarked companies and "best practice" HRM practices are framed. Hence for the present study, based on literature review, following HRM Practices are covered:

Work Design

Resources of organizations undergo meticulous task to meet their objectives, including odd jobs as well as jobs with which employees are well versed with. Job appointees are primarily provided with training to undergo their tasks with at most responsibility and hence 'Job design' refers to the result of this procedure and may be defined as the requirement of the content and process of jobs. Various terminology often used as synonymous for job design include 'work design' and 'job' or 'work structuring'. In the field of organizational behaviour job design has specifically focused on properties of the job, referred to as 'job characteristics', such as the variety of tasks in jobs and the amount of discretion job incumbents have in completing those tasks. Work design is broadly referred to as a mixture of job complexities, job demand and control, job rotation, teamwork, role conflicts and clarity etc.

Job Complexity

Job complexity basically includes psychological and task-person complexity. Psychological complexity is a more subjective measure of job complexity and refers to the psychological dimensions of tasks, for example variety and perceived job scope. Such an approach to job/task complexity has often been equated with the concept of job enrichment. Task-person job complexity refers to tasks that can be objectively classified as simple or complex, based on the mental demands that a given job places on the person and the extent of education, skill or training required on the part of the person to do that job.

Job Demand and Control

Various aspects like physical, psychological, workload, monitoring and complexity are important in studying under decision control and predictability. The liberty for Job Demand and Control are very vital in knowing and exploring on how demands and control have key consequences for different work-related outcomes.

Job Rotation

The concepts of job rotation, enlargement and enrichment are all recommended answers to the struggle posed by job simplification. Job rotation involves doing more than a sole type of recurring task. The intrinsic logic of job rotation is to help crack the dullness arising out of doing the identical task repeatedly and making the employee more multitalented as he/she learns various other tasks. It does not, however, change the content of the job.

Teamwork

Researches on teamwork in the main look at how self-directed or semi-autonomous teams can have a noteworthy impact on certain occupational outcomes. Self-governing teamwork propose that increases in work factors like diversity, individuality, significance, sovereignty and feedback are causally linked to occupational outcomes, such as motivation, job satisfaction and productivity.

Role Clarity and Conflict

Learning's of role conflict and role ambiguity have classically delighted these variables as dimensions of role stress, focusing on whether, for instance, bigger levels of role conflict or role ambiguity lead to bigger role stress and, on the other hand, whether advanced levels of role clarity lead to dwindling role stress. Various literature treated role ambiguity as a stressor, with some even cataloguing it as such.

Staffing

Staffing mostly includes Recruitment-Selection, Induction-Orientation and Work Scheduling. Conventionally, recruitment has been conceptualized as the organizational procedure that precedes selection. More specifically, recruitment has been portrayed as the process of generating pools of applicants for job vacancies; and selections as the process of choosing from among those applicants. Recruitment has been regarded as an attraction activity, selections as a screening or winnowing activity more recently, recruitment and selection have come to be regarded as less distinct activities.

Induction and Orientation

Most organizations provide some form of induction, orientation, or socialization programmed to new recruits. These programmed may be conducted in various ways, depending on the requirements of the position and the organization.

Work Scheduling

Organizations use a variety of forms of work arrangement to carry out their route for activities. Some works schedules are driven by function, for example round-the-clock running of hospitals or factories, demanding the use of shifts. Other forms of work scheduling are intended to enhance the work experience of employees by, for example, making a more family-friendly environment through HRM practices, such as flextime and compressed work weeks.

Training and Development

When learning proceedings planned in a methodical style which are correlated to events in the work environment, are called training programmed. Employees acquire various skills and knowledge through the training programs. Organizations investing heavy in training programs have become a trend in itself as at the end of the training programs the improved performance is measured in terms of firm performance. Individual, Career and Quality training are the widely provided training programs imparted to the employees. The present study covers all these three types of training programs.

Compensation and Benefits

Compensation can be in cash or benefits, including health care, a paid vacation or a company car. Recompense systems differ within and across organizations in their mix up. A few organizations pay all employees a base salary whereas others use uneven pay where a number of portions of employees' pay are uncertain. For example, performance-related pay refers to a number of pay programs that link pay to the individual, group and organization level performance measures. Pay programs that persuade pay mix are merit pay, incentive pay, gain sharing, profit-sharing and stock options. Pay can also be described in terms of its level, i.e. how much organizations pay for specific jobs, and in terms of its structure which refers to the nature of pay differentials within an organization. Payment systems can influence attitudes and behaviours of employees, and which employees are attracted to the organization and which decide to leave. Organizations use an array of compensation and reward plans as an instrument for weighting abundant objectives of fundamental organizational interest. For this, various types of compensation and reward systems that have been examined by the researchers are different incentive plans, bonuses; employee stock option plans (ESOPs), gain sharing, merit-based pay, performance-related pay, earnings-at-risk plans and perceptions of pay fairness.

Pay

The main distinction between benefits and pay is the type of monetary rewards and other rewards like merit pay, performance pay, pay at risk, etc. is that incentives too much extent did not affect salary. The

entire focus of these types of concepts is rather to encourage employees to perform better for gaining monetary awards over and above their base pay.

Employee Family Friendly

The term ‘work and family’ or the ‘family friendly workplace’ is one that recognises the non- workplace family responsibilities of its employees and develops and implements policies that allow employees to simultaneously fulfil work and family responsibilities.

Performance Appraisal System

There is no universally accepted definition of performance management, and it is sometimes used simply to refer to ‘performance appraisal’ or to ‘performance-related pay’. However, it is increasingly coming to mean a general, integrated HR strategy that seeks to create a shared vision of the purpose, aims and values of the organization, to help each individual employee understand and recognize their part in contributing to them, and, in so doing, to manage and enhance the performance of both individuals and the organization. Typically, elements of such a strategy will include developing the ‘mission statement’ and business plan, objective setting and other methods of performance measurement, appraisal, performance-related pay and various approaches to enhancing internal communication.

Firm Performance

Firm or Organization Performance has number of parameters. There are many ways to measure firm’s outcomes, but the one suggested by Dyer and Reeves has gained tremendous momentum. According to him, the performance can be measured into four distinctive criteria’s as HR or Employee outcome, Organization or Firm outcomes, financial outcome and Market Growth outcome.

The performance parameters included in the present study are:

1. HR Outcomes like Job Satisfaction, Absenteeism and Turnover
2. Organizational Outcomes like Employee Productivity, Quality of Product and Quality of Service

IT-ITES Industry

IT stands for Information Technology which includes development, implementation and maintenance of computer software and hardware. ITES stands for IT enabled services, which takes an aid from IT but it is not core IT. It majority includes soft skills in communication where the data are required to be feed in. it is divided into BPO-Business Process Outsourcing, KPO-Knowledge Process Outsourcing and LPO-Legal Process Outsourcing. The industry chosen for the present study, to undergo the exploration of linkages between HRM practices and Firm Performance is IT-ITES Industry.

IT-ITES Industry

Popularly known as IT sector, IT-ITES stands for Information Technology-Information Technology Enables Services. Indian IT-ITES industry consists of IT Services, Business Process Outsourcing (BPO), Knowledge Process Outsourcing (KPO) and Legal Process Outsourcing (LPO). Indian IT Industry took birth in the year 1967 with Tata Group and Burroughs partnerships in the special export zone SEEPZ in Mumbai in the year 1973. Since then the success story of IT Industry never turned back, in fact within next two decades than, the contribution of Indian IT Industry increased from 4% in the year 2018 to 25% in the year 2022. Bengaluru, Hyderabad, Chennai, Mumbai, Delhi as well as Kolkata are the city which contributes about 90% towards export of the sector, in fact Bengaluru is popularly known as Silicon Valley of India as it is the foremost export provider of the country. HCL, TCS, Wipro and Infosys are very popular names of Indian IT companies worldwide contributing their services in fields like operations, remote maintenance, accounting, public call centres, medical transcription,

insurance claims etc.

As mentioned earlier, Indian IT sector started in way back 1970's but took place after 1990's. US based companies started giving outsource work based on intellectual skills to Indian IT companies in the early 1990's and country then started investing in infrastructure development and by 1995 to 2000 India started creating its own niche as product development centre. And by early 21st century, India was now seen as one of the important outsourcing destinations serving in about 78 countries with 640 centres by the year 2015. India has also become very favourite destinations for outsourced IT services and solutions, in fact majority of Fortune 500 companies are choosing India as their outsourcing destination which makes sector grow for about 55% for offshore destination. This is quite possible with India due to its cost competitiveness i.e. providing cheap labour which is 3-4 times cheaper than US market and hence with this Unique Selling Point (USP), the industry has been successful enough for the economic transformation of the country and has changed the perception of India in the global economy. The sector has also grown massively as employment generation and have successfully employed 2.8 million directly and 8.9 million indirectly by the year 2022. The sector due to this has grown as in educational field as well giving employment opportunity for computer engineering as well as computer science discipline. Indian government's favourable steps for software technology parks of India (STPI) and Special Economic Zones (SEZs) are providing platform for easy documentation and clearance facilities. The industry has given wide range of opportunities to entrepreneurial start up as well. In FY14 the launch of 10,000 start ups programs has already touched over 25,000 entrepreneurs.

Realizing about the growing trend of the sector, Gujarat have eventually started making its place for IT-ITES sector. Cities like Ahmedabad, Gandhinagar, Vadodara and Surat have started them to be recognized as IT destinations of the state. Gujarat IT-ITES industry is of Rs 1,000-crore market and is likely to be Rs 1,500-crore market with around 400 BPO and KPOs. There are 1000 companies being operated in Gujarat with 127 additional companies being registered, and for the state, 14 Special Economic Zones are specially planned for IT-ITES.

HR Practices Prevailing in IT-ITES Industry

According to Dessler Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource (HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations. A lot of research work is carried out on HRM for the sheer reason of its importance in managing the firm and the amount of impact it makes on the performance of the firm. Because the performance of a firm largely depends on the combined performance of the people of that organization, HRM is a major area of focus for academic and business researchers. HR practices such as job analysis, recruitment and selection, training and development, work environment and performance appraisal may enhance the competence of employees for high performance apart from interaction with technology and processes, relations with employees working within the departments and the synergy of such effective teamwork decide the operational success Barney and Wright. To achieve better results, effective synergic interaction in the working group is a necessary requirement.

Human Resource is life and blood of IT Industries as skillful talents are the source of competitive advantage in these industries. The IT-ITES industry is considered most vibrant by nature as it has innovative methods of work culture like virtual office and virtual migration etc which are exclusive from other sectors as there is high attrition rate, lack of job satisfaction, job hopping of the employees, flexibilization, and individualization which are very common phenomenon in the industry, which is

major concern for the IT Industries. The HR practices in Indian IT Industries like employee sourcing and human resource development initiatives are remarkably different from the manufacturing and other servicesector companies.

Recruitment and selection practice is being treated as a tool for realizing strategic intent. Some of the common recruitment strategies include on-going recruitment, employee referrals, and realistic job previews, determination of clear-cut selection criteria. People Development and Training are necessary to the constant success of every organization. Employee training and development enables employees to develop skills and competencies necessary to enhance bottom-line results for their organizations. Skill redundancy is fast in the Indian IT Industry, with the changing time and even fast-changing technologies Indian companies have started realizing the importance of corporate training and to overcome these omen organizations give the extreme priority to training and skill enhancement programs on a continuous basis. Performance is the mirror of training, which works as a scale for the performance appraisal of an employee. It is an objective system to judge the ability of an individual employee to perform his tasks. The process of Performance Appraisal has become the heart of HRM system in Indian IT Industries. Incentives to employees play a vital role in motivating and retaining them in the organization Compensation and rewards in the Indian IT industry have long included a basic pay component along with a bonus pay when the company made higher profits.

Work-Life Balance has become a buzzword for the HR recently. The employees in the present scenario simply don't find money as the only motivator for performing aggressively; rather give more emphasis to a meaningful work which offers ample scope for enjoying leisure with the family and taking care of the important household chores. It is for this reasons that the corporate fraternity has realized the significance of work-life balance and has started taking initiatives for promoting employee well - being and satisfaction. Employees differentiate a good employer from any other employer through the feeling of 'well-being' that is generated at the workplace. A balance between work and personal goals and wants of an employee contributes positively to the retention of employees. Recently, Saxena and Tiwari examined the HR Practices implemented by leading IT Companies such as TATA, Infosys, and Wipro in India. They developed the 3 tier Framework of HRM practices and identified Training and Development, Employer-Employee Relations, Recognition through Rewards, Culture building, Career Development, Compensation and Benefits as important HRM Practices. Leading IT-ITES organizations more or less follow HR Practices such as Safe, Healthy and Happy Workplace, Open Book Management Style; Performance linked Bonuses, 360 Degree Performance Management Feedback System. While studying literature, the researcher came across some of the HRM practices which are found to be practiced or adopted in the IT-ITES industry.

Shared Vision

Successful IT-ITES organizations aim to create a shared vision among employees, aligning them to the direction of a company. There is a need to develop a culture of trust and collective accountability which can enable a sense of belongingness among employees and lead them enhanced to corporate citizenship. To do this, the participation of higher management is extremely important in building a culture of open communication and transparency in processes. Attributes such as providing healthy work conditions, encouraging healthy work-life balance, providing flexibility of schedule can also help in developing cordial and trust-based relations with employees.

Career Opportunity

Companies encourage a dual career path approach to provide opportunities in both Technical and Managerial roles. In most organizations, employees continue to grow in Management roles but are not

motivated to augment their Technical capabilities. Running a parallel technical career path can help organizations become more dynamic and have a culture conducive to innovation and IP creation.

Performance Management System (PMS)

A Performance management system which assesses employee performance objectively and is also seen as being fair by the employees goes a long way in assuring employees that their career needs are being addressed by the organization. At the same time, a robust PMS helps the organization identify its top talent across levels and the former can formulate development and retention strategies for this group of employees.

Training and Development

Identification of competencies required at various levels is the first step towards ensuring the all-round development of the workforce. As per the gaps identified between competencies required and skills possessed by an individual, it is necessary to develop your workforce through training, both classroom, and E-Learning, conducting internal certification courses and Individual Development Plans. As employees start recognizing the benefits they accrue by way of gain in competencies, not only do they start feeling empowered, any gain in existing skill levels benefit the organization by way of increased productivity.

Succession Planning

Not only does succession planning signals to employees that their performance and tenure in the organization are going to be rewarded by career growth, but it also ensures the promotion of best-suited incumbents for key roles. A comprehensive succession planning framework involves identification of key competencies for the leadership of tomorrow's organization, assessment of available (internal and external) talent pool for the leadership roles, coaching, mentoring and requisite seasoning of identified successors, facilitated on-boarding and initial handholding followed by handing over of independent charge to the new leader.

Developing High Performers

While talent management may ideally aim at developing the potential of each or most of the employee pool, in an IT-ITES organization, which typically employs a very large number of people, it may not be feasible for having a development strategy for each individual in the organization. Likewise, even with growth, senior-level positions in organizations are limited by design. Hence, the organization needs to identify employees who are top performers, constantly perform tasks which are beyond their defined scope of work and have the potential to be leaders of tomorrow.

Motivation

With the increasing challenges, it will be the Indian IT-ITES industry's ability to harness opportunities depending on its strategic business planning, consisting of the hiring of the 'right' talent', paying the 'right' compensation and developing and retaining its employees the 'right' way. Companies have also realized that it is important to have diverse and gender inclusive workforce to be an open and innovative organization. To include diversity, there is a need for reorientation of leadership and management styles to accommodate a different set of needs and the growing aspirations of personnel. With increasing complexity of tasks, companies may leverage the professional expertise of consultants who can help companies develop comprehensive competency assessment models and frameworks such as models based on People Capability Maturity Model (PCMM), a five-level capability architecture which aims at continuously improving individual competencies and institutionalizing new capabilities for developing the organization's workforce. Using approaches and

practices like these can help firms unlock their investments on intellectual capital, which forms a substantial portion of budgets in IT-ITES industry.

Retention of Talent

Training and performance together help in retention of the employees, but at the times one of the toughest challenges for the HR managers in the industry is to deal with the prevalent high attrition rate. Though there is an adequate supply of qualified staff at entry level, there are huge gaps in the middle and senior level management in the industry. Attrition is expected to intensify the demand for experienced resources. Interestingly, research has indicated that compensation may not necessarily be the prime motivator for people to shift jobs in this industry. More than compensation, there can be several other factors such as the need for career growth (for example, high attrition rate among fresh-graduate employees post two-three years when they move out for higher studies) or to maintain a healthier personal life (one of the primary reasons for attrition of female employees). Due to diverse reasons as these, organization's face a number of challenges in retaining employees.

Compensation

Compensation is the key motivation for any Industry and especially for an industry like IT-ITES where the resources are skill based; compensation may only serve as driving force. Particularly for the present industry, competitive compensation is widely recognized as a foundation for retention. As many work options are available with IT-ITES professionals, they always get attracted towards good compensation as well as the good culture of the organization. In a way, it has become mandatory for the companies operating in the same industry to provide the same. The situation is reverse some times, as India has become a favorable destination for cheaper labour particularly for IT-ITES industry, the effect of hiring intellectuals with relatively cheap labor, get reflected in other industries or sectors as well.

Productivity of Workforce

As the industry grows and adjacently the human resource expectations increase it becomes difficult for firms to maintain the productivity level of employees. Especially with the increasing expectations of customers and employee's attrition in the industry, for firms, it has become a challenge to retain the same level of productivity. It is also significantly important to address productivity issues as the reductions in productivity are likely to, directly impact their revenues and margins of the company.

Talent Outsourcing

The trends towards outsourcing particularly with this industry where the things are so dynamic have been caused by several strategic and operational motives. In the situations for routine activities, HR departments are denying themselves and are more focusing on the strategic role. Obviously, Outsourcing comes with its own bouquet of bureaucracy and responsiveness, the challenge still lies with HR department to prove its importance as well as relevance. With increased stack or outsourcing, comes an issue like managing diverse work force as well as work-life balance.

Diverse Workforce

In turbulent times of Globalization, managing resources coming from different corners of the world has become a burning challenge for HR professionals in the IT-ITES sector. Diversity is not limited up to employment equity but has far beyond that crossed the boundaries of it and is widely used as an instrument by the HR department for facilitating a healthy competitive spirit amongst the employees and attaining and retaining the best of the talent pool available in the market. Appreciating and envisaging the psychographics and professional essentials of the diverse workforce has now become

fundamental responsibilities of our present-day HR managers. In the current scenario, the HR professionals must make attempts for providing state of the art cross-cultural training and developing virtual organizations, which would offer flexibility and empowerment to the employees. HR Plays a crucial role in managing diversity by communicating the clear - cut performance standards. Diversity issues can be successfully managed by holding periodic training programs along with the mentoring sessions and proper reward strategy.

Work-Life Balance

With the increase in a number of both husband and wife working, has also increased the importance of work-life balance. To provide a balanced life to their resources is a challenge for HR department. Hence, a program aiming balanced work-life is required which includes aspects like childcare at or near the workplace, Job Sharing, Care for sick children and employees, On-site summer camp, Training supervisors to respond to work and family needs of employees, Flexible work scheduling, Sick leave policies, Variety of errands from dry cleaning, dropping children at schools, making dinner reservations etc. and many more like the same or other.

Women Empowerment

The ratio of women employed in IT-ITES industry increased by 45% in the year 2010 with that of 30% at the beginning of 21st century indicating the growing trend in the number of women employed in this sector offering equal opportunity to women but also has in place proactive and sensitive mechanisms which counter the common causes that discourage women from pursuing employment in the corporate sector.

Growth Opportunities for the Youth

As the sector recruits the majority of the employees which are in their early thirties, the sector has created an excellent employment and fast-track growth opportunities for the younger section of the population and is likely to become one of the largest employers 'of a growing young population of India. The overall median age group of the sector is 28.9 years with 70% of the workforce being in the age-group 26-35 years.

Training of Workforce

The best task which the industry does is to provide the training to bridge the gap between industry and academia. This actually helps the resources to get acquainted with the job environment at their workplace and for which companies in the industry actually invests heavily for the purpose in order to make sure the firm performs along with industry as well. The industry by not limiting itself only to the firm but also plays a proactive role in the overall upliftment of the education itself. This is done by collaborating with many government institutions to bridge the gaps and industry to the extent plays important role in syllabus design as well, for example, NASSCOM has been involved in developing standards for training and recruitment at entry level to make students more employable. These training address both the technical and soft skills training needs.

Promoting Higher Education

IT-ITES industry is amongst few industries which promotes higher education to the maximum limits. Many of the firms have long term tie ups with educational institutions which provides their employees the opportunity to undergo higher studies while doing the job, this may range from full time as well as part-time options. Best example which can be cited is NASSCOM is making its talent base for high-end skills in areas like multimedia convergence and bio-informatics while working with the Ministry to develop institutes that produce highly specialized professionals:

Improved Work Environment

IT-ITES companies are popularly talking of the town for providing best of the culture and environment to their resources. As the philosophy lies in better to provide to the employees, better can be fetched out of them in terms of performance. Benchmark facilities provided to the resources includes a gymnasium; yoga, meditation facilities as well as their safety through pick and drop facilities. To cater to the need of providing a work-life balance, particularly to women employees, the companies offer flexible working hours and work from home option. Human Resource Management will be the key area of focus in upcoming times as in companies and government organization put in place strategies to cope up with the economic crisis and recovery. The so-called “war for talent” is on the backburner as the focus shifts to hiring freezes, benefits and compensation cost management, and workforce reduction in the hardest-hit segment and as the era of skill-based workers has arrived but if India wants to truly move to the global arena, it has to spruce up its workforce. Small maybe beautiful, but not in the IT industry. In the knowledge era and a skill-based economy, it has become imperative that human resources become one of the essential ingredients of success. The growth of IT-ITES companies worldwide depends on its people and the intellectual capital it possesses. ‘Knowledge workers’ has become a buzzword in today’s IT scenario. And if we look at the top software exporters, they have been growing phenomenally in workforce strength. To make it big in the global software market, India needs to increase its mass of knowledge workers.

The study leads to the conclusion that though the concept in the field of Human Resource Management is in implementation to one extent in Indian IT Industry, still it has to cover an extensive path to make its arrival at the door of every Indian organization. Hence, we can say that Initiation of the usage of the concepts is something required but continuous usage and then reaching the heights is something which is essential and this is the point where Indian corporate lacks, which supports the fact that Indian HR is like a ship that has left the sea shore but still is on middle path and has long journey to cover

Outsourcing – A Conceptual Framework

Outsourcing in India have till now been used only in for decades in the manufacturing sector but outsourcing in services is a recent phenomenon in the country. Basically, Services outsourcing takes place when organizations catch out services to a third-party vendor either domestically or offshore. This is also widely known as Business Process Outsourcing (BPO), which in essence means the delegation of ownership, administration, and operation of a business process or processes to an external service provider. Indian IT-ITES industry have developed because of the outsourcing of the Information Technology (IT) function from other developed nation. The history of outsourcing starts way back in 1070’s and by the late 1980’s, the information system trade press first coined the term —outsourcing to describe the growing dependence by firms on outside providers for on-going IT support. As of now, the word outsourcing has just become a synonym for company’s recurring internal functions with outside vendors. The end meaning of the widely used terminology of outsourcing is that the vendor rents his skills, knowledge, technology, service, and manpower for an agreed price and period to perform functions that the client no longer finds it beneficial to perform it himself. And this is exactly possible only when both parties involved agreed upon a fixed price for the agreed service. The external service contributor in roll manages the process in observance of some measurable performance metrics. And can be hired or delivered nationally or internationally.

Management gurus and theories have an opinion that one should always concentrate on its core functions, and the functions towards which it does not possess the expertise, one should hire a specialist for the same and this gave birth to the concept called outsourcing. It is also perceived as a

make versus buy decision which has its definition in economic history as a relative benefit the firm gets on taking a decision of whether to manufacture or to rent that particular service from outside. And this gave the firms the confidence of essentially meant that the organizations should transfer non-core functions to a specialist and focus on its core functions.

But this was not an easy for Indian IT-ITES sector as this had to bring a lot of grass root changes in the Indian economy in the development and prospering of IT sector and eventual percolation to BPO industry. As India was too much involved into the mixed economy which till date had not brought any right environment to boost up entrepreneurship and competitiveness. Similarly, the country was passing through the crucial stage of two-digit inflation rate, reduced industrial growth and high lending of finance from financial borrowings like World Bank and international monetary fund. And then arrived the situation where India had to consider the concerns of bodies like World Bank and the International Monetary Fund (IMF) agreed to bail out India on the condition that it changed from a regulated regime to a free market economy by bringing the new era of liberalization, where the government announced a series of changes in the economic policies starting with the devaluation of the rupee, followed by new industrial, fiscal, and trade policies. A more liberal policy was than welcomed at the banking sector and foreign investments with many of the welcomed reforms. With these many radical steps, the economy becomes more dynamic and vibrant, and foreign reserves have gone up significantly Budhwar et al, The outsourcing industry had come to be viewed as the primary engine of the country's development over the next few decades, contributing broadly to GDP growth, employment growth, and poverty alleviation.

These reforms opened the gate for India to launch itself as a superpower in the IT-ITES industry in the early twenty-first century. Adding fuel to the fire task was done by widely available technically sound and English-speaking resources ready to be used and fetched up. The IT giants were able to offer a wide spectrum of services primarily leveraging on the broad skill sets and global clientele. There has been a remarkable improvement in the type of services being offered by Indian companies from the simple beginnings. The reach of IT-ITES sector has now limited to with around 784 Indian IT-ITES companies registered with NASSCOM, areas covered by the Indian IT-ITES organizations include customer care, help desk, and sales support; finance and administration, data analysis, medical transcription, insurance claim processing, and inventory management; HR and payment services including payroll, credit-card services, cheque processing, and employee leasing.

Conclusion

The Indian IT-ITES industry has established and grown across time within a mere two decades of time. It is famously known as the housekeeper of world's most outsourcing services and with this, the industry had grown to reach nearly US\$ 89 billion in export revenues, employing around two million employees, and accounts for approximately 55 % of the worldwide BPO market as per NASSCOM-2021, Strategic Review ^(xxxvii). With the tremendous support of the government it has expanded into engineering and design, animation, market research, network consultancy and management, remote education, and content development i.e., digital content, LAN networks, and application maintenance. BPO activities, where knowledge processing is required are on the increase. Some examples of KPO include intellectual property research, legal and medical research, R&D, analytical services like equity research, information security services such as risk assessment and management, bioinformatics, for example, genome sequencing, protein modeling, and toxicology studies procurement and global trade.

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