

A Detailed Study on High Performance Work Practices in IT Industry

Dr. Giriraj Kiradoo

**Associate Professor (Reader)
Department of Management & Technology
Govt. Engineering College, Bikaner**

Abstract

Development is determined by the availability of resource in any nature of society. Mobilization of resource depended upon the nature of human resource and its development. History showed that initial stages of development are focused on equipping physical capital of a society. Intangible resources are potential demand for the society for which IT industries gives more potential demand. The process of information and knowledge depended upon the nature of human resource and the formalities undertaken for its maximum empowerment.

Most of the IT industries adopt High Performance Work Practices progress in long run. Thus HPWP is playing major role in IT professionals and IT industries. The researcher aims at identifying the role of HPWP in the performance of IT industries

Keyword: Physical Capital, Intangible Resources, IT industries, Empowerment.

Introduction

I.T. Industry have a set of common features that define them; core activities are performed in projects, project work is routine, the projects are embedded in a permanent organisational context, also people are hired by the permanent organisation, not directly by individual projects. These defining features bring about a number of organisational characteristics that should be particularly common among I.T. Industry and that therefore are important for the analysis of HRM in such organisations. The characteristics are not completely separable from each other; on the contrary there are several interdependencies among them.

In an I.T. INDUSTRY, people are employed by the organisation and not by individual projects. This implies that the relation between employees and the organisation generally goes beyond the time scope of an individual project. However, in this context, being 'employed' does not necessarily equals having a permanent employment contract in the I.T. INDUSTRY.

Human Resource Development (HRD) is an important and very attention getting discipline of current era. It is a relatively newer academic discipline but an old and well established field of practice. Researchers have developed new theories and theoretical frameworks that address a broad range of phenomena of interest to the HRD profession. An vital area of inquiry has been to try and figure out the current boundaries of HRD but defining HRD has not been so straightforward, and the writers and research students are continuously debating the issue,

and there seems to be no consensus, notwithstanding of the fact that numerous efforts have been made to define HRD .

High Performance Work Practices aims to plan, organize, direct and control the operative functions of procurement, development, compensation and maintenance of human resource of an organization's goals or objectives. Thus HPWP is nothing but a Human Resource Development Practices in recent era. The Human Resource Development Practices which is also known as High Performance Work Practices can be implement in the IT industries to enhance the performance and satisfaction of Human Resource.

Review of literature

Ulrich and Brockbank: Elaborate on the concept of value by suggesting that, the universal value premise is that value is defined by the receiver more than by the giver. This premise mandates that HR professionals begin with the end in mind by ensuring a line of sight to their key stakeholders. It requires that HR professionals focus less on what they do and more on what they deliver." HR delivery is of great value to the relevant stakeholders. The HR manager should also be conscious of tangible and intangible value.

Some of the competencies for a chartered HR practitioner according to the South African Board for People Practices (SABPP) (2009) include integrating HR management and practices into an organisation's business strategy and operations, and co-ordinating and managing the core processes related to HR management and practices at an operational level in line with best practices.

Research Methodology

The present research is a mix of different research methods adopted to collect primary and secondary data. The sources of data include original and first hand information collected from the different IT industries.

Objectives of Study

- To study the present HPWP adopted by IT industries.
- To study the institutional factors when choosing the HRM systems and work organization considering IT market.

Hypothesis

H₀ High performance work practices are not positively associated with the firm productivity.

H₁ High performance work practices are positively associated with the firm productivity.

Universe of Study

As there are vast numbers of IT industries are spread in India; the researcher is studying the utilization of high performance work practices (HPWP) i.e. different HRD practices in the IT industry's of different cities of India.

Total Number of IT industries: 100

IT professionals working in IT industries are : 5000

Managers in IT industries are: 500

Data Analysis

This hypothesis regarding HPWP and its association with firm's productivity is tested through the One Sample t-test using statistical software SPSS.

N	Mean	Std. Deviation	Std. Error Mean
50	2.4600	1.23239	.17429

Test Value = 5					
t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
-14.574	49	.000	-2.54000	-2.8902	-2.1898

To test this hypothesis; a Likert scale is used. Response of 50 respondents are recorded and inputted in the SPSS software. The mean value generated is 2.46 and Standard Deviation is 1.23. The test value is set as 5 as Likert scale is five level scale to record the responses. From the above One Sample t-test hypothesis is significant i.e. 0.000. So the NULL hypothesis is

rejected and the alternate hypothesis 'High performance work practices are positively associated with the firm productivity' is accepted.

Findings

- 26% respondents are working for less than 5 years, 26% respondents has experience in the range of 6 to 10 years, 20% respondents are having experience in the range of 11 to 20 years, 14% respondents has experience in the range of 21-30 years while 14% respondents has experience of more than 30 years.
- Out of 50 respondents, 88% respondents organization don't adopt bond signing strategy for minimizing attrition while 12% respondents adopted bond signing strategy in their organisation.
- 31% respondents are strongly agree with the statement 'The personnel policies in this organization facilitates HR Development', 42% respondents are agree with the statement, 10% respondents are neutral with the statement, 10% respondents are not agree with the statement while 7% respondents are strongly disagree with the statement.
- 29% respondents are strongly agree with the statement 'Professionals in this organisations are very informal and do not hesitate to discuss their personal problems with their Colleague', 38% respondents are agree with the statement, 17% respondents are neutral with the statement, 11% respondents are not agree with the statement while 5% respondents are strongly disagree with the statement.

Conclusion

- Majority of organization have ISO or related certification, that means majority of organization are concern about the quality in their organization.
- Most of the managers are motivating IT professionals for different experiments in various projects.
- Majority of IT managers conduct monthly feedback assessment meeting with IT professionals.
- Most of the IT professionals feel that HPWP is not only provide good culture in an organization but also create healthy atmosphere for employees to give their positive results to organization.
- Majority of IT professionals feel that when problems arise employees discusses these problems openly and tries to solve them rather than keep accusing each other behind the back.

- Most of the IT professionals feel that weaknesses of employees are communicated to them in a nonthreatening way.
- Majority of IT professionals are agree with the statement ‘Professionals in this organisations are very informal and do not hesitate to discuss their personal problems with their Colleague’.
- Majority of IT professionals feel that ‘the top management believes that human resources are extremely important resource and that they have to be treated more humanly.

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