PERCEPTION OF MANAGERS ON HR PRACTICES IN SELECTED SOFTWARE COMPANIES: AN EMPIRICAL ANALYSIS

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Abstract
"Human resources development is the process of increasing the knowledge, 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." One of the crucial activities for HR managers is the HR planning. Regarding the HR functions of 21st century, the organizations have altered from "behind the scenes" to becoming the critical differentiator in businesses. The HR roles have taken a new dimension in the 21st century especially after globalization. Manpower management is an exasperating job and it requires specialized skills. During the previous few years, many transitions have taken place like due to rise in there were numerous layoffs; many people lost their jobs that put a lot of pressure on organization's management to reassess its procedures and strategies. Hence, the present paper focus on HR practices in IT industry, perception of IT executives in selected IT Companies in Bangalore city.

Keywords: HR Practices, IT Companies, Selection, Training and Incentives.

Introduction
"Human resources development is the process of increasing the knowledge, 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."

Under present market forces and severe 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).

Emerging HR Challenges in 21st Century
One of the crucial activities for HR managers is the HR planning. Regarding the HR functions of 21st century, the organizations have altered from "behind the scenes" to becoming the critical differentiator in businesses. The HR roles have taken a new dimension in the 21st century especially after globalization. Manpower management is an exasperating job and it requires specialized skills. During the previous few years, many transitions have taken place like due to rise in there were numerous layoffs; many people lost their jobs that put a lot of pressure on organization's management to reassess its procedures and strategies (Zorlu, 2009). Following is a discussion on some of the challenges being faced by HR which is identified through reviewing literature.

Recruitment & Selection
The foremost function of HR is to locate the people with needed expertise for the progression of a company (Miller & Cardy, 2000). The quality of people hired depends highly on how effective recruitment & selection strategies are. However, this process of recruitment & selection is not always sailing smoothly and is faced with many

challenges due to globalization that has allowed firms to invest overseas. Tangible problems faced during the process may include the cost of advertising job openings while intangible obstacles can be communication gaps between recruiters and hiring managers. We know that every person is different from another; even the hiring committee will make decisions on the basis of their own perceptions as they are influenced by their values, beliefs and social views and thus it is difficult to rule out the possibility of biasness. The HR of multinationals and local firms is passing through a difficult time. Both kinds of firms are struggling hard to find suitable candidates. In order to select the cream of talented people out of the whole pool, it is extremely important for 21st century managers to broaden their view of judging people on the basis of their origin, culture, values, ethnicity and background.

Career Development & Growth
Employee career growth activities refer to initiatives taken by employers and employees to polish their expertise and keep themselves familiar with the recent developments. Globalization has brought many technological changes and developments. The main key to grow and survive in any business is innovation. Providing internal career growth opportunities can help organizations keep top talent from seeking opportunities elsewhere. It is extremely essential to train and develop the employee so that they can cope up with all the changes and innovations coming in their way. Now a days the training should not be only limited to make employees learn any specific skill or knowledge, instead it must focus on overall growth and career development of employees. The training should not be conducted just for the sake of it; one has to be extremely conscious about the content of the training program too.

Promoting Organization Culture & Heterogeneous Workforce
The organizations today are having heterogeneous workforce; which is off course considered to be a positive thing as diverse minds will guide to new creations & ideas, but managing the culture where people have different mindsets and putting across the cultural values is indeed a challenging task. Culture of any workplace is its root and hence HR managers really have to put a lot of effort for developing a successful organization culture. Due to acquisition and mergers in 21st century, the HR managers have to develop such a culture that supports these changes (Williams, 2003).

Objectives
1. To study the conceptual framework of human resource practices in India.
2. To evaluate the perception of IT Executives employees in selected companies in Bangalore.
3. To draw the conclusions.

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

Sources of Data
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 contains two sections. The first section contains various questions relating to personal data of the responding executive. The second section is containing various types of questions, along with sub questions, relating to select HRD mechanisms such as role analysis, human resource planning, recruitment, induction programmes, performance appraisal, career planning, transfer, promotion and demotion, Training and development, employee participation in management, compensation, employee benefits, reward and grievances. The questions are all of closed ended type and the responses are recorded, most of the time in the form of forced choices.

The present paper only concentration on three aspects like selection, training and incentives of managers.
The questionnaire was tested with 200 respondents in a pilot/test survey and then the Computer software industries were finalized by fine tuning the mode of questions into final questionnaire which was then used for data collection survey. This questionnaire was experimented by self filling responses from 200 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.

Selection of the Sample
Karnataka is called as the hub of IT industries. More than 2500 companies are functional in Karnataka. Four Top companies like Wipro, TCS, HCL, and Infosys were selected, from each company 50 sample were selected. Altogether 200 samples were selected randomly.

Statistical tools and Techniques
The researcher has collected information from the respondents by serving a questionnaire and through interview. However valid ,reliable and adequate the data may be, it does not serve any useful purpose unless it is carefully processed, systematically classified and tabulated, scientifically analyzed, intelligently interpreted and rationally concluded. The data collected then coded, processed and tabulated using Microsoft Excel – 2007.

Methodology
Analysis
Selection Process
The human resources, or HR, selection process is important because of the production and performance value companies get by making good hires and the high costs of replacing respondents following bad hires. These considerations are especially heightened for small businesses. HR has taken on a more strategic role in many early 21st century companies, with hiring and selection integral to that role.

Table -1, Opinion of Managers on Selection of Employees in the Selected Software Companies

S.No	Statements	Strongly agree	Agree	Cont say	Disagree	Strongly disagree
1	The selection process in my organization is effective	152	32	11	5	0
2	The selection process helps in better performance	131	24	29	9	5
3	The selection process is transparent	121	47	15	8	9
4	The candidates are selected with future opportunities in view	131	32	14	10	13
5	The selected candidates are proving to be meeting the needs of the organization	111	42	37	2	8

Source: Field Survey

Table reveals that the perception of managers on selection procedure of employees in the select organization. It is found that out of 200, 152 sample respondents express strongly agreed on selection process in my organization is very effective, 32 are only agreed, 11 are cont say and remaining 5 are disagreed. Similarly it is found that 131 respondents are strongly agreed on the selection process will help effective performance in their respective positions. It is one of the best process for fulfill individual needs as well as organizational needs through selection of efficient people.

Training
Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training improves, changes, moulds the employee's knowledge, skills, behavior, aptitude and attitude towards the requirements of the jobs and organization. Training is the most important technique of Human Resources Management/Development. In this regard, the opinion were collected from the managers on training programme is presented table 2.

Table -2, Opinion of Managers on Training Methods Provided by the Select Software Companies

S.No	Statements	Strongly agree	Agree	Cont say	Disagree	Strongly disagree
1	Training centers are sufficient in number	77	56	36	22	9
2	Excellent physical facilities and teaching aids are provided in training college	111	42	31	16	0
3	Adequate number of internal faculty and external faculty is provided	76	52	25	32	15
4	In-company programmes are handled by competent faculty	47	92	37	17	7
5	Induction training provides an excellent opportunity for newcomers to learn comprehensively about our organization	115	26	42	18	0
6	Induction training is periodically evaluated and improved.	139	37	22	0	2
7	Senior staff takes interest and spend time with new staff during induction training.	156	42	2	0	0
8	Employees are very well helped to improve technical skills and knowledge is improved due to training	142	15	39	4	0
9	Employee's managerial skills and knowledge are improved after executive's development.	159	29	10	0	2

Source: Field Survey

Opinion of the managers on training methods is presented and analyzed in 2 table. It is found that 50 per cent of the sample respondents are strongly agreed and rest of the people are cont say to strongly disagree on the sufficient training centres in the selected software companies. Excellent physical facilities and training aids are provided in training colleges on this statement, 111 sample respondents are strongly agreed, 42 are agreed, 31cont say, and 16 are disagreed. Similarly, it is found that in two aspects like providing adequate internal and external faculty and other thing is company handled competent faculty, the managers are not strongly agreed. The majority of the sample mangers from strongly agree to agree on difference statements like Induction training provides an excellent opportunity for newcomers to learn comprehensively about our organization, induction training is periodically evaluated and improved, senior staff takes interest and spend time with new staff during induction raining, employees are well cooperated for improving technical skills, managerial skills and knowledge after executive development.

Incentives
Incentive programs motivate respondents to push and challenge themselves to achieve higher degrees of productivity. This ultimately translates to increased earnings for any type of organization. When incentive plans are in place, respondents recognize that significant effort on their behalf will be acknowledged and rewarded. This can increase the amount of time, effort and energy a staffer is willing to put forth on your company's behalf.

In this regards opinion of managers on incentives plans provided by software companies to the respondents is presented in table 3.

Table -3, Opinion of Managers on Incentives Methods Provided By the Select Software Companies

S.No	Statements	Strongly agree	Agree	Cont say	Disagree	Strongly disagree
1	The Incentive payment in the organization is transparent and Impartial	142	15	12	27	4
2	I believe that hard work is recognized through incentives	162	35	3	-	-
3	There is no unhealthy competition among employees for Incentives.	131	26	42	1	-
4	We have better benefits, compare to other organization	167	22	6	5	-
5	Management takes care of employees by providing benefits According to their needs.	144	35	21	-	-

Source: Field Survey

Table furnishes that the opinion of the managers on incentives schemes methods which is provided by the organization. It is found that 142 sample respondents are strongly agreed, and 27 have disagreed on the organization have been implementing incentive schemes with impartial and transparent. when organization providing incentives through identifying the hard work and efficient of employees, in this context 162 sample respondents are strongly agreed. Similarly it is found that majority of the sample respondents are strongly agree to agree on the different statements like organization providing and servicing in healthy competition, present organization providing better benefits to the employees according to their needs by the management in the select study area.

Conclusion

As companies grow by acquisition and merger, they make multiple HR groups. One approach is that the HR groups in various parts of the organization may develop their competencies in a specific domain and can meet the demands of the larger organization in that domain. HR groups that operate in this manner find each other as helpful resources rather than rivals which will help to gain high level competencies in numerous areas.

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