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A Study on Human Resource Management Practices and Implementation with Software Professionals

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ABSTRACT:

The rapid growth of the software industry has intensified the need for effective Human Resource Management (HRM) practices to attract, retain, and develop talent. This study explores the HRM practices implemented within software companies, focusing on recruitment strategies, performance management systems, employee engagement, training and development, and work-life balance initiatives. Through both qualitative and quantitative analysis, the study highlights the unique challenges faced by HR departments in managing highly skilled professionals in a dynamic and competitive environment. It also evaluates the effectiveness of these practices in enhancing job satisfaction, employee retention, and organizational productivity. The findings suggest that tailored HRM strategies, when aligned with organizational goals and employee expectations, significantly contribute to a positive work culture and sustained business success in the software sector.

Key Words: Human Resource Management, Software Professionals, Recruitment Strategies, Employee Engagement.

I. INTRODUCTION

Success in today's competitive market depends less on advantages associated with economies of scale, technology, patents but are more derived from organizational human resources and high involvement of human resource management practices. For an organization to be more effective it should have skillful and innovative employees to work and should also try to retain them. There is not a single HR Practice which a company aspires to retain its employees. There are different HR Practices which a company combines to manage its HR system. They enhance internal capabilities of an organization to deal with current or future challenges to be faced by an organization. Good HR practices also energize people working in the organization. The commitment and motivation built through good HR practices can lead to hard work. Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets - the people working in the organization, who individually and collectively contribute to the achievement of the objectives of the business. An HR manager's role entails taking key decisions on Workforce planning, Recruitment, Induction and Orientation, Skills management, Training and Development, Personnel Administration, Compensation in wage or salary, Time Management, Payroll, Employee Benefits Administration, Personnel Cost Planning and Performance Appraisal. Organizations must provide the right number of competent staff to meet client's needs. Human Resources function is presently undergoing a sea change. It has languished as an unappreciated, often disconnected staff function in organizations for decades. With the marketplace becoming intensely competitive on account of global impacts and trends, top management is searching in all directions for opportunities to make the enterprise more effective and profitable. Human Resources have also come under their spotlight. In some cases, the scrutiny has been principally to identify how to cut the size of the budget and staff. In other cases, the goal was to learn how this traditional expense centre can be turned into a value adding operation.

AREA OF MY COMPANY:

Sample Size : 60 Employees
Targeted People : Employees of ATM Recruitment Consultancy
Type of Industry: Indian Software Industry

II. STATEMENT OF THE PROBLEM

There are a number of resources that contribute towards the success of any organization, such as manpower, money, machine, material, information, idea, and other inputs. While these resources are important, the human factor is the most significant one, because it is the people who have to co-ordinate and use all other resources. Recruitment, as a human resource management function, is one of the activities, that impact most critically on the performance of an organization. Acquiring and retaining high-quality talent is critical to an organization's success. Recruitment is particularly critical to organizations'

effectiveness because it has salient implications for the selection of new employees. Recruitment directly affects the size and quality of organization's applicant pool and thereby determines the selection ratio for available positions. Job advertisements are used not only to attract and inform potential job candidates about the job opening but also to provide information to potential clients and customers. Recruitment is an integral part of human resource, and involves the process of identifying and attracting or encouraging potential applicants with needed skills to fill vacant positions in an organization, matching them with specific and suitable jobs, and assigning them to these jobs. The effectiveness of many other HR activities, such as selection and training depends largely on the quality of new employees attracted through the recruitment process. Policies should always be reviewed as these are affected by the changing environment. Management should get specific training on the process of recruitment to increase their awareness on the dangers of wrong placements.

III. REVIEW OF LITERATURE

Roberts and Sergesketter (1993) highlight that employees are highly sensitive to the quality of performance appraisals, which significantly influence their career outcomes such as promotions, rewards, or terminations (Mayer & Davis, 1999). Thayer (1987) noted that quality variations in appraisals can provoke strong employee reactions. In a study using a sample of 120 respondents, the quality of performance appraisal was assessed for its impact on organizational efficiency (Brown, Hyatt, & Benson, 2010). Brown et al. (2010) found that supervisors' attitudes and approaches are key factors influencing appraisal quality. Many supervisors avoid the process due to perceived low returns or fear of negative consequences (Latham et al., 1993).

John Wilson and Steven Western (2000) found that performance appraisals often focus on short-term job needs, limiting long-term or personal development. Their study in a UK hospital showed most training plans were job-specific, not growth-oriented.

Martin Mulder (2001) created a reliable model to assess customer satisfaction with training, effective for learning and job performance goals, but not for organizational change. He stresses updating evaluations with new HRD developments.

Arthur and Bennette (2003) define needs assessment as a three-step process including organizational analysis. Dessler (2002) highlights task and performance analysis, while Clark (1999) outlines proactive and reactive methods to identify training needs.

Santos.A and Stuart.M (2003), "Employee Perceptions and their Influence on Training Effectiveness". The author finds that developed an evaluation procedure that focused on individual behaviour and the transfer of training rather than on achieving 'ultimate goals. Managers were highly involved in discussing training needs, setting development goals and reviewing progress and providing coaching and guidance, training was more likely to have a favourable impact on employees' motivation, job satisfaction and personal growth.

III. OBJECTIVES OF THE STUDY

- To examine the profile of software professionals working in Chennai district.
- To portray the awareness and perception which the employees have about their organization.
- To interpret on various man power practices in software industry.
- To evaluate the personal feelings and attitudes of software professional.
- To suggest suitable solutions to have better HR skill in software industry.

IV. METHODOLOGY OF STUDY

The survey design is regarded as the most appropriate research design to measure the perceptions of the respondents in this study. A survey is the most appropriate research design as it can enable the researcher to collect information from a large population. The information obtained from the sample can then be generalized to an entire population. The study was compiled with the help of primary data. Primary data was collected through a questionnaire. As this research involves the job of software professionals and the manifestation of the same, respondents who represent this segment were chosen using the random sampling method, a wide cross section of people from above mentioned software companies were interviewed and selected for the survey. The two data collection methods planned was Primary data i.e., Questionnaire and Secondary data i.e., Review of literatures, websites, books, financial statements of industry, interview with people. The research limitations where sample study was just 60 respondents, the study is focused on ATM Recruitment Consultancy. The data examined in the forms of Pie charts, Bar charts as Percentage Analysis and Statistical Analysis by making use of SPSS software i.e., Chi Square Test in Hypothesis Testing. The study is using a structured predetermined question. It is an objective study. The implications are that these would affect perceptions and expectations.

V. DATA ANALYSIS

TABLE 1. TABLE INDICATING CHI-SQUARE TEST AGE AND HR PRACTICES

H₀: There exist no significant association between age of the respondents and HR Practices

H₁: There exist a significant association between age of the respondents and HR Practices

Age	HR Practices			Total
	High	Moderate	Low	
Below 25 years	13	10	2	25
25-40 years	14	2	7	23

Above 40 years	8	2	2	12
Total	35	14	11	60

Age Group	HR Practice	Observed (O)	Expected (E)	(O – E) ² / E
Below 25	High	13	14.58	0.1712
Below 25	Moderate	10	5.83	2.982
Below 25	Low	2	4.58	1.4533
25–40	High	14	13.42	0.0250
25–40	Moderate	2	5.37	2.1148
25–40	Low	7	4.22	1.8313
Above 40	High	8	7	0.1428
Above 40	Moderate	2	2.8	0.2285
Above 40	Low	2	2.2	0.0181
Total Chi-Square				8.968

Calculated χ^2 Value: 8.968

Degree of freedom: 4

Table Value: Five per cent level: 9.488

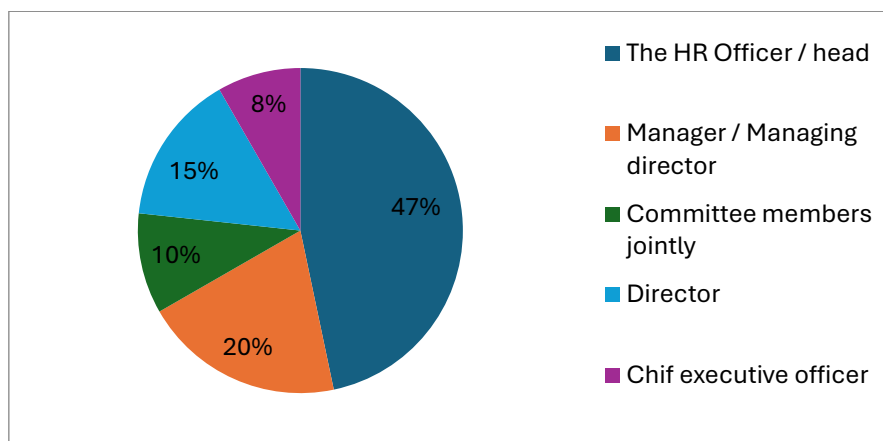
INTERPRETATION

Since the calculated χ^2 value (8.968) is less than the table value (9.488) at five percent level of significance. H_0 is accepted. Hence it is concluded that there is no significant association between age of the respondents and HR Practices.

TABLE II. TABLE INDICATING FINAL AUTHORITIES IN SELECTION PROCESS

Final Authorities in Selection Process	No of respondents	Percentage
The HR Officer / head	28	46.7%
Manager / Managing director	12	20.0%
Committee members jointly	6	10.0%
Director	9	15.0%
Chief executive officer	5	8.3%
Total	60	100%

FIGURE I. CHART REPRESENTING FINAL AUTHORITIES IN SELECTION PROCESS



INTERPRETATION

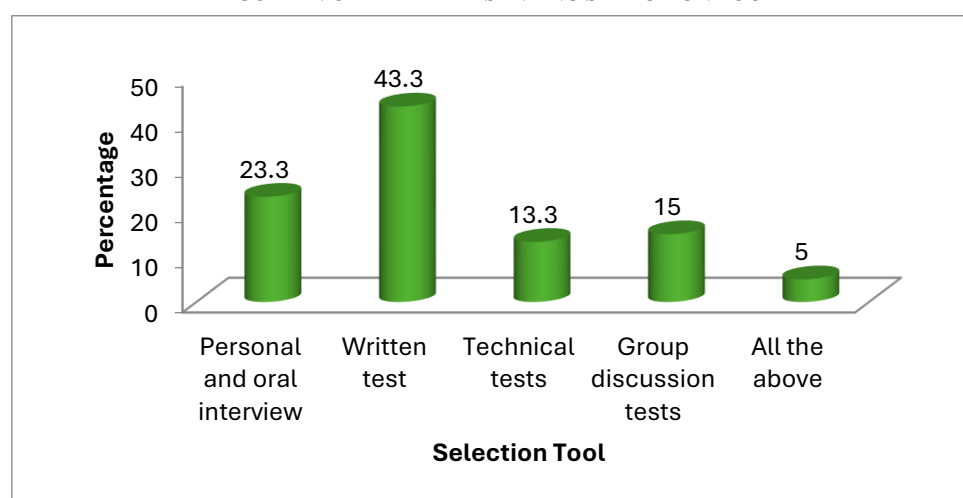
From the above table 4.18 shows that out of 60 respondents, 28 (46.7%) of the respondents are said the HR officer / head is a final authority in a selection process, 12 (20.0%) of the respondents are said managing director is a final authority in a selection process, 6 (10.0%) of the respondents are said committed members jointly is a final authority in a selection process, 9 (15.0%) of the respondents are said director is a final authority in a selection process.

The majority 28 (46.7%) of the respondents are said the HR Officer and head is an final authorities in an selection process.

TABLE III. TABLE INDICATING SELECTION TOOL

Selection Tool	No of respondents	Percentage
Personal and oral interview	14	23.3
Written test	26	43.3
Technical tests	8	13.3
Group discussion tests	9	15.0
All the above	3	5.0
Total	60	100.0

FIGURE II. CHART REPRESENTING SELECTION TOOL



INTERPRETATION

It is seen from the above table that out of 60 respondents, 14 (23.3%) of the respondents are said personal and oral interview selection tools practices the organization, 26 (43.3%) of the respondents are said written test selection tools followed by the organization, 8 (13.3%) of the respondents are said technical test selection tool followed by the organization, 9 (15.0%) of the respondents are said group discussion tests selection tool followed by the organization and remaining 3 (5.0%) of the respondents are said all the above selection tools process is followed by the organization.

The majority 26 (43.3%) of the respondents are said written test selection tools practices followed by the organization.

VI. RECOMMENDATIONS

The suggestions made to the industry are, the company shall respond quickly to the qualified candidates than the time taken at present. This would increase the reliability of the company thereby increasing the satisfaction level. Organisation should take the issues of training and development of employees since trained employees will assist the organisation to cope with any changes in the business environment. It was found that the company rarely fills positions deficit. This shall be avoided in order to gain high client satisfaction. The inappropriate candidates shall be approached politely in order to maintain good talent network. It shall be seen that the selected candidates do not leave the clients very soon. This may lead to dissatisfaction of clients. So reliable candidates have to be selected. The company's reliability needs to be improved by offering potential job careers to the candidates.

VII. CONCLUSION

New economic realities have put pressure on the human resource function to demonstrate how it can add value to the firm's bottom line. Early conceptualizations often questioned the function's relevance to organizational effectiveness, mainly for the fact HR was seen to hold a primarily a reactive, administrative role. Providing innovative HR practices help organizations convey an impression of employee-orientation through the use of motivational practices that are closely related to the immediate interests of employees, and which are aimed at influencing employee perceptions and attitudes. Moreover, the levels of perceived satisfaction with the innovative HR practices by the employees also encourage employees to be unselfish and altruistic. This turns their emotions into a willingness to engage in extra role behaviours that are not immediately related to their jobs but are beneficial to their organizations. This would make the organizations more effective in managing human resources especially the firms which are team based.

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