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HR Practices in Tech Mahindra Ltd.: A Study

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INTRODUCTION

Meaning of Human Resource

Human resource is the set of individuals who make up the workforce of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with human resources, although human capital typically refers to a more narrow view (i.e., the knowledge the individuals embody and can contribute to an organization). Likewise, other terms sometimes used include "manpower", "talent", "labour", or simply "people".

Pioneering economist John R. Commons used the term "human resource" in his 1893 book *The Distribution of Wealth* but did not further build upon it. The term "human resource" was subsequently in use during the 1910s and 1920s as was the notion that workers could be seen as a kind of capital asset. Among scholars the first use of "human resources" in its modern form was in a 1958 report by economist E. Bruce.[1]

As per the explanation given in http://smallbusiness.chron.com, Human resources practices are strategic in nature. They represent a vital guidance system that coordinates with your executive business plan. HR practices form the foundation supporting the way your company's human capital will operate on your behalf. For example, HR practices include formulating a method for measuring and analyzing the effects of a particular employee rewards program. Other examples include the creation of a program to reduce work-related injuries, and building a framework to ensure employment laws are adhered to.

Oxford dictionary defines 'organization' as "an organized group of people with a particular purpose". 'Performance' is defined to include "the action or process of performing a task or function seen in terms of how successfully it is performed". When these definitions are put together, we can say organizational performance relates to how successfully an organized group of people with a particular purpose perform a function. Essentially, this is what we are speaking about when we refer to organizational performance and achievement of successful outcomes.

BRIEF HISTORY OF TECH MAHINDRA LIMITED

Tech Mahindra Limited is an Indian multinational provider of information technology (IT), networking technology solutions and business support services (BPO) to the telecommunications industry. Tech Mahindra is a part of the Mahindra Group conglomerate. It is headquartered at Pune, Maharashtra, India. Tech Mahindra was ranked 5th in India's software services (IT) firms and overall 111 in Fortune India 500 list for 2012. Tech Mahindra, on 25 June 2013, announced the completion of a merger with Mahindra Satyam. The combined entity has 98,009 employees, as of 2014, across 51 countries, servicing 632 customers globally. It has 15 overseas offices for BPO (business process outsourcing) operations and software development. Its revenue for 2012-13 was put at $2.7 billion (Rs. 162 billion). Tech Mahindra has operations in more than 51 countries with 40 sales offices and 72 delivery centres. Assessed at SEI CMMi Level 5, its software professional headcount stood at 67,592 and BPO at 23,566 at the end of 2014.

Tech Mahindra's activities spread across a broad spectrum, including Business Support Systems (BSS), Operations Support Systems (OSS), Network Design & Engineering, Next Generation Networks, Mobility Solutions, Security consulting and Testing. The "solutions portfolio" includes Consulting, Application Development & Management, Network Services, Solution Integration, Product Engineering, Infrastructure Managed Services, Remote Infrastructure Management and BSG (comprises BPO, Services and Consulting). Tech Mahindra has implemented more than 15 Greenfield Operations globally and has over 128 active customer engagements mostly in the Telecom sector. The company has been involved in about 8 transformation programs of incumbent telecom operators and an array of service offerings for TSPs, TEMs and ISVs. When the scope of the company is so vast, and when it provides employment to masses, it is felt necessary to study its HR practices.

It is now commonly accepted that employees create an important source of competitive advantage for firm (Barney, 1986).

As a result, it is important that a firm adopts HRM practices that make the best use of its employees. The above trend has led to increase interest in the impact of HRM on organizational performance and a number of studies have found a positive relationship between so called 'high performance work practices' and different measure of organizational performance.

The HR practices in telecom industries vary across the borders. Japanese business leaders are extremely polite and almost never say no. On the other hand, the fact that they smile a great deal does not mean that they are flexible in implementing HR practices in their organizations. In India, business leaders are very good at being vague in order to maintain politeness and to avoid confrontation. Spaniards and Italians use a broad vocabulary and employ their hands, arms, and facial expressions when conveying their message. German business leaders rely on logic, but they also place strong importance on gathering a great deal of information to back up their positions.

India, with its vast untapped resources especially human resources, is going to be one of the most important beneficiaries, provided adequate preparations are made through elaborate training programmes for manpower development to turn the jam-packed millions from liability to assets. Human resources are therefore, considered to be the most valuable input, and the organizations desire to develop their work force to be developed to a world class level. It is now high time that HRD Practices should get top most priority in the strategy for putting our economy on a high growth path.

Employee satisfaction and retention have always been important issues for management experts in India. After all, high levels of absenteeism and staff turnover can affect their bottom line, as recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have understood the significant opportunity that lies in front of them. Satisfied employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between job satisfaction and employee morale. Managers who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a global competition that demands quality and cost-efficiency. Managers may even discover that by creating a positive workplace for their employees they can contribute to increased job satisfaction, ultimately leading to an enhanced morale and an improved organizational performance.

REVIEW OF LITERATURE

Delery & Shaw (2001) noted that, while certain individual HRM practices are viewed as superior to others, a single superior HRM practice without other supporting practices in the system is inadequate as a driver of sustainable performance outcomes. Rather, the individual 'best practices' must be part of a larger, universally superior HRM system to support sustainable success.

Toulson & Smith (1991) asserted that the theoretical positions adopted by industrial/organizational psychologists to generate testable hypotheses, should not only address measures of employee perceptions and attitudes, but also appropriate measures of industrial relations and personnel practices.

Patrick & Kehoe (2008) reported that the HR practices can seek to elicit task-related behavior (that necessary to perform the basic job), encourage employees to exhibit discretionary behavior (i.e. go outside the expected job behaviors to positively impact organizational effectiveness), or to discourage counterproductive behavior (actions that negatively impact the firm such as theft, sabotage, etc.). Practices such as incentive pay plans, performance bonuses, gain-sharing, and performance management systems primarily aim at managing employee behavior.

Katzell & Thompson (1990) pointed out a number of practices that can raise the level of motivation of people in work organizations. We have formed these into the following seven imperatives: (a) Ensure that workers' motives and values are appropriate for the jobs on which they are placed; (b) make jobs attractive to and consistent with workers' motives and values; (c) define work goals that are clear, challenging, attractive, and attainable; (d) provide workers with the personal and material resources that facilitate their effectiveness; (e) create supportive social environments; (f) reinforce performance; and (g) harmonize all of these elements into a consistent socio-technical system.

Feder & Ferris, (1981) says that traditional financial compensation is often administered in a noncontingent way and an outdated technique to enhance performance.

Wright & Nishii (2006) developed a multilevel model of the impact of HR practices on performance and noted that individuals must perceive, interpret, and react to those practices, and that information processing will be largely influenced by their past

experiences. For instance, individuals who have worked for employers that attempted to exploit them might interpret a new employer's gain-sharing or profit-sharing program as simply one more way to exploit the workforce.

Some of the empirical studies have demonstrated the significant and positive relationship between HR practices and organisational performance (Kaplan and Atkinson, 2001; and Paul and Anantharaman, (2003). HR practices can positively affect organizational performance through hiring, motivation, training, compensation, and participation .Selecting nine HRM practices, viz., HR planning, staffing, incentives, appraisal, training, teamwork, employee participation, status differences and employment security, the author found that there is a positive relationship between HR practices and organizational performance.

RESEARCH METHODOLOGY

Some of the empirical studies have demonstrated the significant and positive relationship between HR practices and organisational performance (Kaplan and Atkinson, 2001; and Paul and Anantharaman, (2003). HR practices can positively affect organizational performance through hiring, motivation, training, compensation, and participation. With the help of literature that has been referred and the study that has been conducted, an effort has been made here to explore the possible relation between various HR practices and overall organizational performance.

MEASURING HR PRACTICES

For the purpose of the present study eight HRM practices, viz., HR planning, staffing, incentives, appraisal, training, teamwork, employee participation, status differences and employment security have been selected. The base of the model developed by Lee *et al.,* 2010 has been taken for the present study.
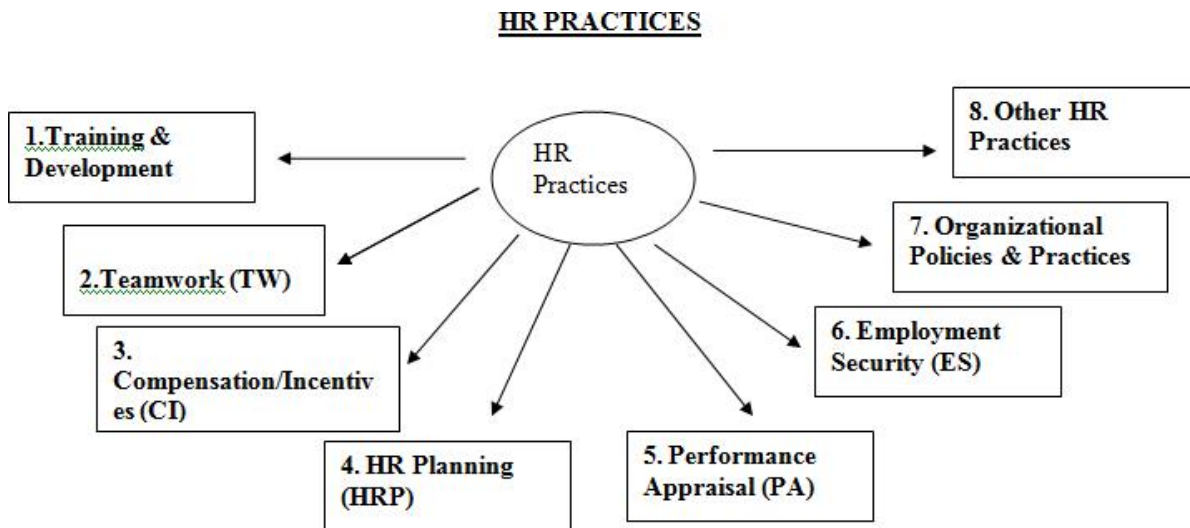
HR PRACTICES

The questionnaire consists of 43 items covering various aspects of HR practices. After conducting pilot survey necessary additions or deletions were made to the variables cited by the model presented by Lee *et al*, to suit the present study.

OBJECTIVES OF THE STUDY

Keeping in mind the rationale behind this study, the following objectives have been framed:

- To **review the conceptual framework** of the term HR practices and also to discuss its future prospects;

- To **trace out the causes responsible for deterioration in HR practices**, if any and to come out with suggestion to modify HR practices in order to facilitate better performance.

HYPOTHESES

Hypothesis is simply a statement about the universe. It is a statement of the tentative solution of the problem. This statement may or may not be true; the research is designed to ascertain the truth. In view of the above objectives of the study, a number of research questions arise. On the basis of these research questions and review of related literature, the following hypotheses have been formulated:

H1 There is no difference in the opinion of respondents regarding training and development provided by the organization to the employees.

H2 There is no difference in the opinion of respondents regarding team work being practiced in the organization.

H3 There is no difference in the opinion of respondents regarding compensation and incentives in the organization.

H4 There is no difference in the opinion of respondents regarding HR planning.

H5 There is no difference in the opinion of respondents regarding performance appraisal in the organization.

H6 There is no difference in the opinion of respondents regarding security of employees in the organization.

H7 There is no difference in the opinion of respondents regarding overall organizational policies and practices.

H8 There is no difference in the opinion of respondents regarding other HR practices being implemented in the organization.

A quantitative approach with an exploratory and descriptive design encompassing the survey method has been used. Efforts have been made to draw the results and find the co-relation between various attributes forming HR practices in the industry under study.

Research Design

Research design refers to blue print for the research. It is a plan through which observations are made and data is assembled. It provides an empirical and logical basis for drawing conclusions and gaining perfect knowledge. To accomplish the above objectives of the study, both primary and secondary data have been applied.

Collection of Data:

The research plan calls for gathering secondary data as well as primary data.

Secondary Data: Secondary studies have been done by exploring and referring national and international literatures, Journals, Magazines, Annual Reports, published papers (National/International) etc.

The analysis of present study is based on primary as well as on secondary data. However, more emphasis has been laid on primary data.

Primary Data: The primary data has been collected through under mentioned methods. **Questionnaire:** A well structural schedule of questions containing different aspects of the study has been developed and circulated to the persons concerned. Demographic as well as socio- economic background of the respondents has also been sought initially. Then a well structured questionnaire with 45 items has been used to collect data from the organization. The questionnaire has been divided into 8 parts for measuring various HR practices adopted in the organization. A Five point Likert's rating scale has been used for the instrument drafting. The scoring scale of the questionnaire is: 5=Strongly Agree, 4=Agree, 3=Neutral, 2= Disagree and, 1=Strongly Disagree. The questionnaire was circulated among 300 respondents.

Interview: The permission of departmental head of the company was sought for the purpose of conducting personal interview. Also informal talks out of factory campus were conducted to extract true and genuine information.

Sampling: This study is a case study of Tech Mahindra Ltd., Pune. A questionnaire has been applied as the data collection instrument and was distributed to 300 respondents. Efforts were made to draw the results and find the co-relation between various attributes forming HR practices. While selecting the sample a special care was taken to ensure that the respondent of different caste, age, gender, income and departments are covered.

Tools of Analysis:

The data has been presented through Chi square, skewness test etc. Mathematical techniques of analysis like simple average and percentage method has been used.

The SPSS 17.0 software has been applied in initial data analysis. Efforts were made to draw the results and find the co-relation between various attributes forming HR practices.

Analysis and Interpretation

The base of the model developed by Lee *et al.,* 2010 has been taken for the present study.

I. Training & Development

Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It is vital part of the human resource development and is assuming ever important role in wake of the advancement of technology which has resulted in ever increasing competition, rise in customer's expectation of quality and service and a subsequent need to lower costs. It is also become more important globally in order to prepare workers for new jobs. In the current write up, we will focus more on the emerging need of training and development, its implications upon individuals and the employers.

H1 There is no difference in the opinion of respondents regarding training and development provided by the organization to the employees.

Table: 1

Variables	Nature of Responses					Total	$\overline{X}$	σ	SKW	2	Ranking
	S.A	A	UD	D	S.D.						
Extensive training programmes are provided for individuals in their jobs at your firm.	98 (32.7)	143 (47.7)	49 (16.3)	5 (1.7)	5 (1.7)	300 (100)	4.08	.838	-1.009	168.700	4th
Training programmes are conducted at regular intervals	105 (35.0)	106 (35.3)	76 (25.3)	7 (2.3)	6 (2.0)	300 (100)	3.99	.938	-.739	230.067	6th
Feedback from participants is taken at the end of the program	108 (36.0)	133 (44.3)	49 (16.3)	5 (1.7)	5 (1.7)	300 (100)	4.11	.854	-1.030	171.167	3rd
Employees in their jobs will normally go through training programmes every few years at your firm.	88 (29.3)	112 (37.3)	89 (29.7)	6 (2.0)	5 (1.7)	300 (100)	3.91	.902	-.530	255.167	7th
There are formal training programmes to teach new hires the skills they need to perform their job at your firm.	88 (29.3)	152 (50.7)	49 (16.3)	6 (2.0)	5 (1.7)	300 (100)	4.04	.829	-.997	255.167	5th
Formal training programmes are offered to employees in order to increase their promotability at your firm.	149 (49.7)	121 (40.3)	20 (6.7)	5 (1.7)	5 (1.7)	300 (100)	4.35	.814	-1.652	321.533	1st
Special training is provided to individuals on the request of participants	148 (49.3)	99 (33.0)	43 (14.3)	6 (2.0)	4 (1.3)	300 (100)	4.27	.875	-1.217	260.100	2nd

Note: Figures in parenthesis indicate the percentages of the row total

Source:: Various Questionnaires from Respondents

As the ^{2} test for goodness of fit also depicts a significant difference in the distribution of opinions of the respondents, the null hypothesis has to be clearly rejected with respect to the variables measuring training and development. However, one thing that can be clearly inferred from the table is that the company is quite aware and positive so far as training and development of employees is concerned. The overall responses are in favour of the organization. The mean score clearly reveals this fact. The figures are negatively skewed for all the variables measuring training and development of employees.

II. Team Work

Teamwork is used across many different industries to increase performance, employee unity and company culture. Team members use teamwork to bounce ideas off of one another before deciding on a development path for a project.

H2 There is no difference in the opinion of respondents regarding team work being practiced in the organization.

Table: 2

Variables	Nature of Responses					Total	$\overline{X}$	σ	SKW	2	Ranking
	S.A	A	UD	D	S.D						
During problem solving sessions, your firm makes an effort to get all team members' opinions and ideas before making a decision.	198 (66.0)	82 (27.3)	9 (3.0)	4 (1.3)	7 (2.3)	300 (100)	4.53	.819	-2.441	467.900	1st
Your firm forms teams to solve problems and in the past 3 years many problems have been solved through small group sessions.	134 (44.7)	124 (41.3)	15 (5.0)	8 (2.7)	8 (2.7)	300 (100)	4.19	.978	-1.489	266.367	2nd
Employee teams are encouraged to try to solve their problems as much as possible at your firm.	158 (52.7)	70 (23.3)	16 (5.3)	46 (15.4)	10 (3.3)	300 (100)	4.07	1.222	-1.080	238.933	3rd

Note: Figures in parenthesis indicate the percentages of the row total

Source:: Various Questionnaires from Respondents

The ² test for goodness of fit also depicts a significant difference in the distribution of opinions of the respondents. The null hypothesis, in this sense, has to be clearly rejected with respect to the above mentioned three variables, thus, insisting on acceptance of alternative hypothesis. Yet, one thing that is clear from the above table is that responses are more positive for teamwork. This suggests that the employees as well as the organization believe in team work and team efforts.

III. Compensation and Incentives

Incentive compensation is a type of compensation based on the performance of an entity. Often incentive compensation plans are designed to attract and retain key employees, identify with shareholders, and align interests of employees and the company.

H3 There is no difference in the opinion of respondents regarding compensation and incentives in the organization.

Table: 3

Variables	Nature of Responses					Total	$\overline{X}$	σ	SKW	2	Ranking
	S.A	A	UD	D	S.D						
Incentive system at your firm encourages employees to pursue company objective.	11 (3.7)	38 (12.7)	56 (18.7)	106 (35.3)	89 (29.7)	300 (100)	3.75	1.123	-.659	97.633	4th
Incentive system at your form is fair at rewarding people who accomplish a company objective.	09 (3.0)	26 (8.7)	73 (24.3)	91 (30.3)	101 (33.7)	300 (100)	3.83	1.082	-.645	109.467	3rd
Incentive system at your firm really recognizes people who contribute the most to the company.	09 (3.0)	47 (15.7)	13 (4.3)	109 (36.3)	122 (40.7)	300 (100)	3.96	1.162	-.991	187.067	2nd
Incentive system at your firm is revised at regular intervals.	22 (7.3)	11 (3.7)	11 (3.7)	152 (50.7)	104 (34.7)	300 (100)	4.02	1.093	-1.567	277.433	1st

Note: Figures in parenthesis indicate the percentages of the row total

Source:: Various Questionnaires from Respondents

IV. HR Planning

Human resources planning is a process that identifies current and future human resources needs for an organization to achieve its goals. Human resources planning serve as a link between human resources management and the overall strategic plan of an organization. Aging worker

populations in most IT companies and growing demands for qualified workers have underscored the importance of effective Human Resources Planning.

H4 There is no difference in the opinion of respondents regarding HR planning

Table: 4

Variables	Nature of Responses					Total	$\overline{X}$	σ	SKW	2	Ranking
	S.A	A	UD	D	S.D						
Your firm forecasts personnel requirements.	63 (21.0)	131 (44.0)	34 (11.0)	50 (16.6)	22 (7.4)	300 (100)	3.54	1.203	-.666	121.167	3rd
Your firm conducts various types of tests such as aptitude test, medical test, group discussion etc for selecting the most appropriate candidate	69 (23.0)	159 (53.0)	25 (8.3)	34 (11.3)	13 (4.3)	300 (100)	3.79	1.057	-1.045	233.200	1st
There are number of people involved i.e. the panel of experts in selection at your firm.	68 (22.7)	126 (42.0)	51 (17.0)	45 (15.0)	10 (3.3)	300 (100)	3.66	1.088	-.619	120.433	2nd
Your firm conducts structured and tandardized interviews.	59 (19.7)	74 (24.7)	14 (4.7)	127 (42.3)	26 (8.7)	300 (100)	3.04	1.344	.195	132.633	4th

Note: Figures in parenthesis indicate the percentages of the row total

Source:: Various Questionnaires from Respondents

The table clearly reveals that HR planning of the organization is quite satisfactory. The mean in case of all the above mentioned four variables of 3.54, 3.79, 3.66 and 3.04 respectively indicates that respondents have more responded towards the upper side of the scale. The standard deviation is 1.203, 1.057, 1.088 and 1.344 respectively. The skewness supports the mean, and there is significant difference in case of all the above variables.

V. Performance Appraisal

Performance Appraisal is the systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development.

H5 There is no difference in the opinion of respondents regarding performance appraisal in the organization.

Table: 5

Attributes	Nature of Responses					Total	$\overline{X}$	σ	SKW	2	P. Value	Ranking
	S.A	A	UD	D	SD							
Your firm frequently does formal appraisals	183 (61.0)	86 (28.7)	20 (6.7)	6 (2.0)	5 (1.7)	300 (100)	4.45	.839	-1.906	389.100	5.99	1st
Your firm frequently does informal appraisals	71 (23.7)	155 (51.7)	41 (13.7)	26 (8.7)	7 (2.3)	300 (100)	3.86	.955	-.961	224.533	5.99	4th
Your firm uses objective data for appraisals.	73 (24.3)	200 (66.7)	11 (3.7)	10 (3.3)	6 (2.0)	300 (100)	4.08	.767	-1.657	459.767	5.99	2nd
Your firm uses subjective data for appraisals.	24 (8.0)	77 (25.7)	7 (2.3)	119 (39.7)	73 (24.3)	300 (100)	2.53	1.317	.475	134.067	5.99	5th
Your firm utilizes the appraisal results.	33 (11.0)	218 (72.7)	34 (11.3)	8 (2.7)	7 (2.3)	300 (100)	3.87	.725	-1.711	531.367	5.99	3rd

Note: Figures in parenthesis indicate the percentages of the row total

Source:: Various Questionnaires from Respondents

The ^{2} values for performance appraisal do not accept the hypothesis at 5 percent level of significance. There is a significant difference in the opinions. Thus, it is clear from the above analysis that a large chunk of the respondents opine that performance appraisal is quite satisfactory in the organisation.

VI. Employment Security (ES)

Employment security is about the protection of workers against fluctuations in earned income as a result of job loss. Job loss may occur during economic downturns, as part of restructuring, or be related to other various reasons for dismissals. The growth over the past several decades of non-standard work i.e. temporary contracts, temporary agency and dispatched work, dependent self-employment, marginal part-time work – in many parts of the world, have heightened workers' concerns over employment security.

H6 There is no difference in the opinion of respondents regarding security of employees in the organization.

Table: 6

Variables	Nature of Responses					Total	$\overline{X}$	σ	SKW	2	Ranking
	S.A	A	UD	D	S.D						
Employees in their jobs can expect to stay at your firm for as long as they wish.	17 (5.7)	03 (1.0)	69 (23.0)	183 (61.0)	28 (9.3)	300 (100)	3.67	.877	-1.438	355.533	1st
It is very difficult to dismiss an employee from his/her job at your firm.	17 (5.7)	23 (7.7)	105 (35)	121 (40.4)	34 (11.3)	300 (100)	3.44	.985	-.614	160.667	2nd
Job security is almost guaranteed to employees in their jobs at your firm.	41 (13.7)	28 (9.3)	53 (17.7)	130 (43.3)	48 (16.0)	300 (100)	3.39	1.253	-.691	160.667	3rd
If your firm were facing economic problems, employees in their jobs would be the last to get cut.	128 (42.7)	21 (7)	44 (14.7)	56 (18.7)	51 (17)	300 (100)	2.60	1.579	.278	108.300	4th

Note: Figures in parenthesis indicate the percentages of the row total

Source:: Various Questionnaires from Respondents

The above table clearly points at the fact that employee security in the firm is not much satisfactory as majority of the respondents cast negative votes for most of the variables mentioned above. However, so far as employee security in the organization is concerned, the responses are diverse and the null hypothesis cannot be accepted.

VII. Organizational Policies & Practices

A policy is a course of action or guidelines to be followed whereas a practice is the 'nitty gritty' of the policy, outlining what has to be done to implement the policy.

H7 There is no difference in the opinion of respondents regarding overall organizational policies and practices.

Table: 7

Variables	Nature of Responses					Total	$\bar{X}$	σ	SKW	2	Ranking
	S.A	A	UD	D	S.D						
Your organization has standard and rational HR policies.	28 (9.3)	183 (61.0)	69 (23.0)	3 (1.0)	17 (5.7)	300 (100)	3.67	.877	-1.438	355.533	3rd
HR policies are clear and unambiguous.	34 (11.3)	121 (40.3)	105 (35.0)	23 (7.7)	17 (5.7)	300 (100)	3.44	.985	-.614	160.667	7th
HR policies are same for all.	48 (16.0)	130 (43.3)	53 (17.7)	28 (9.3)	41 (13.7)	300 (100)	3.39	1.253	-.691	107.967	8th
Unnecessary HR policies are not incorporated in your organization.	51 (17.0)	56 (18.7)	44 (14.7)	21 (7.0)	128 (42.7)	300 (100)	2.60	1.579	.278	108.300	12th
Policies are updated at regular intervals.	62 (20.7)	150 (50.0)	60 (20.0)	21 (7.0)	7 (2.3)	300 (100)	3.80	.926	-.830	207.233	1st
Policies are framed with your consultation.	74 (24.7)	101 (33.7)	86 (28.7)	6 (2.0)	33 (11.0)	300 (100)	3.59	1.200	-.781	103.300	4th
Policies are implemented properly.	69 (23.0)	110 (36.7)	53 (17.7)	47 15.7	21 (7.0)	300 (100)	3.53	1.203	-.552	72.000	5th
Feedback is of policies framed taken regularly.	8 (2.7)	212 (70.7)	74 (24.7)	6 (2.0)	_	300 (100)	3.74	.535	-.918	373.600	2nd
Policies are communicated properly.	43 (14.3)	82 (27.3)	103 (34.3)	13 (4.3)	59 (19.7)	300 (100)	3.12	1.291	-.382	80.533	11th
There is consistency in theory and practice of the policies of management.	29 (9.7)	158 (52.7)	52 (17.3)	48 (16.0)	13 (4.3)	300 (100)	3.47	1.013	-.743	216.367	6th
Managers follow what they expect from employees.	46 (15.3)	106 (35.3)	58 (19.3)	77 (25.7)	13 (4.3)	300 (100)	3.32	1.140	-.195	80.233	9th
Managers follow same type of polices for all type of employees.	75 (25.0)	20 (6.7)	104 (34.7)	80 (26.7)	21 (7.0)	300 (100)	3.16	1.262	.238	94.700	10th

Note: Figures in parenthesis indicate the percentages of the row total

Source:: Various Questionnaires from Respondents

A clear cut idea regarding organizational policies and practices cannot be availed as the responses are absolutely mixed. However, the overall voting for organizational policies and practices is positive and the figures are negatively skewed.

VIII. Other HR Practices

Over and above regular HR practices many companies adopt some additional practices to attract talent, and as a measure to prevent talent from leaving the organization.

H1 There is no difference in the opinion of respondents regarding other HR practices being implemented in the organization.

Table: 8

Variables	Nature of Responses					Total	$\overline{X}$	σ	SKW	2	P. Value	Rankings
	S.A	A	UD	D	S.D							
Performance bonuses are paid to deserving employees.	133 (44.3)	78 (26.0)	78 (26.0)	8 (2.7)	8 (2.7)	300 (100)	4.05	1.025	-.851	187.167	5.99	7th
Employees can participate in decision- making process.	158 (52.7)	69 (23.0)	23 (7.7)	44 (14.7)	6 (2.0)	300 (100)	4.10	1.168	- 1.050	237.100	5.99	6th
There is free and open communication among different levels and departments in the organization.	146 (48.7)	68 (22.7)	18 (6.0)	63 (21.0)	5 (1.7)	300 (100)	3.96	1.241	-.795	204.300	5.99	9th
Authoritative relationships are clearly established and there is no role ambiguity in the organization.	117 (39.0)	155 (51.7)	17 (5.7)	6 (2.0)	5 (1.7)	300 (100)	4.24	.787	- 1.537	334.400	5.99	2nd
The firm provides ample scope for socialization.	138 (46.0)	94 (31.3)	43 (14.3)	19 (6.3)	6 (2.0)	300 (100)	4.13	1.012	- 1.103	202.100	5.99	5th
The firm provides counseling to its employees.	67 (22.3)	196 (65.3)	22 (7.3)	8 (2.7)	7 (2.3)	300 (100)	4.03	.784	- 1.556	425.033	5.99	8th
The firm uses latest technology and gadgets to make job interesting and avoid fatigue.	143 (47.7)	117 (39.0)	30 (10.0)	5 (1.7)	5 (1.7)	300 (100)	4.29	.842	- 1.443	284.800	5.99	1st
The firm avoids too minute division of work to help employees take pride in their jobs done.	166 (55.3)	53 (17.7)	56 (18.7)	19 (6.3)	6 (2.0)	300 (100)	4.18	1.070	- 1.074	264.967	5.99	4th
Grievances are efficiently handled in your firm.	140 (46.7)	107 (35.7)	26 (8.7)	24 (8.0)	3 (1.0)	300 (100)	4.19	.965	- 1.199	238.500	5.99	3rd

Note: Figures in parenthesis indicate the percentages of the row total

Source:: Various Questionnaires from Respondents

While applying ^{2} test, it is found that the calculated values are much higher than the table value at 5 percent level of significance. It rejects the null hypothesis and reveals that the opinion of the respondents is not equally distributed. However, the overall opinion of respondents for other HR practices is quite positive.

General Observation:

Tech Mahindra which finally merged Satyam with itself, has begun the crucial process of integrating various operations, most importantly the HR policies. The general observations on the basis of analysis are as follows:

1. Irrespective of size or industry, every organization has a unique working culture. Overtime, as employees adapt to this culture, it gives them a sense of belongingness to the company. And even a slightest change introduced to this culture, could lead to far reaching consequences if not handle correctly. Tech Mahindra management is quite aware of this fact, as a result they are treading this path with caution.

2. Another reason for the success of Tech Mahindra after acquisitions is because the company integrates the culture of the new organizations which is clearly revealed in the previous mentioned tables.

3. At Tech Mahindra both the technical and behaviour training programs are given equal importance. The training programs are conducted for the employees before he/she joins the company, before every new project and also there are some training programs based on the requirement of the employees. For the human resource development, the company provides training in the areas of Leadership, communication skills, group behaviour. The commonly used methods are Computer Based Training, Internet Based Training, Lecture Labs, On-the-job Training, Mentoring, Coaching, and Job Rotation.

4. The company strongly advocates team efforts. Employees are made aware of team performance rather than individual performance.

5. After the merger of Satyam with Tech Mahindra, the strategic HR planning of the organization has been quite successful. However, the firm lags behind in conducting structured and standardized interviews.

6. So far as incentives and compensation is concerned, the company has to take some constructive steps in this direction. Employees are not much satisfied with the compensation plans of the organization.

7. Employees are not much assured of their job security in the organization. Talent is much in demand. Overall, there is much apprehension regarding job security among employees in the organization.

8. The appraisal system of the organization is very effective. They allow for self-appraisal by the employee. The others who appraise the performance of the employees are reporting manager, reviewer and the level boss. In the process of appraisals the company looks into all the key result areas. They look at the completion of assigned works. The technical, behavioral competencies and results are appraised in performance appraisal.

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