



International Journal of Research Publication and Reviews

Journal homepage: www.ijrpr.com ISSN 2582-7421

Study on HR Practices in IT Sector Bangalore

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ABSTRACT

The abstract focuses on how HR practices are changing in the IT industry, especially as they relate to hand engagement and organizational performance. Recruitment, training, and employee retention are identified as crucial elements of successful HR operation in the tech sector, and the growing significance of HR as a strategic partner in negotiating business issues is also highlighted. The study also looks at how hand performance and organizational competitiveness are affected by both traditional and ultramodern HR practices.

KEY WORDS: HR Practices, Training and development, Employees, Organisation goals, Administration

INTRODUCTION

Human Resources (HR resources) is the policies, processes, and systems that a business uses to manage and assist its employees are known as human resources (HR resources). These procedures have a significant impact on employee behaviour, workplace design, overall performance, and business success. A wide range of important tasks are covered by HR practice, such as employee commitment, health and security, training and development, performance evaluation, incentives and services, attitudes and choices, and compliance with labour laws. HR practices, ranging from the strategic role of organizing human capital with HR goals, are being developed in today's dynamic and competitive business environment.

OBJECTIVES

- To identify the key HR practices adopted by organizations and understand their role in improving employee performance.
- To examine the impact of HR practices on employee satisfaction, motivation, and retention.
- To explore the relationship between HR strategies and organizational productivity and growth.
- To analyze the effectiveness of training, recruitment, and performance appraisal systems in current HR practices.
- To suggest improvements in HR practices for better talent management and organizational development.

LITERATURE REVIEW

- **Ostroff, C., & Bowen, D. E. (October 2000) Moving HR to a higher level: HR practices and organizational effectiveness:** creates a coherent multilevel framework by combining the three main research streams—individual-level, organization-level, and cross- or multilevel approaches. A meso paradigm for comprehending the connections between firm performance and human resource (HR) practices is also suggested in this chapter.
- **Jeske Van Beurden, Karina Van De Voorde, Marc Van Veldhoven(2002) The employee perspective on HR practices: A systematic literature review, integration and outlook:** The field of SHRM faces the challenge of tracking the development of cumulative insights as the number of studies examining employee perceptions of HR practices continues to rise.
- **David P. Lepak, Kathryn M. Bartol, Niclas L. Erhard (June 2005): A contingency framework for the delivery of HR practices Existing arguments:** It is recommended that Human Resource (HR) departments outsource HR practices that are not essential to their main goals and in-house those that are essential to their competitiveness.
- **Lisa M. Moynihan, Timothy M. Gardner, and Patrick M. Wright (2006) The effect that HR procedures have on business unit performance:**

This article looks at how organisational commitment and HR procedures affect business units' operational efficiency and profitability.

- **Nicholas Kinnie, Sue Hutchinson, John Purcell, Bruce Rayton, Juani Swart (December 2006) Satisfaction with HR practices and commitment to the organisation:** This article examines the links between employees' satisfaction with HR practices and their commitment to the organisation. It draws on recently collected data to examine these links for three groups of employees: professionals, line managers and workers.
- **Ingmar Bjorkman Jon E. Lervik October 2007 Transferring HR practices within multinational corporations:** Multinational corporations' (MNCs') headquarters' planned transfers of management practices to overseas subsidiaries are not always successful, according to a wealth of evidence. In this paper, we present a model of the variables affecting the transfer of HR procedures to multinational corporations overseas.
- **Khurram Shahzad, Sajid Bashir and Muhammad I Ramay March 2008 Impact of HR Practices on Perceived Performance of University Teachers in Pakistan:** This study aims to investigate the relationship between HR practices and university teachers' performance in Pakistan, a developing nation. One of the nations with the lowest rates of literacy is Pakistan.
- **David Guest, Neil Conway (May 2011)-The impact of HR practices, HR effectiveness and a 'strong HR system' on organisational outcomes: a stakeholder perspective:** This study investigates the broad hypothesis that the well-established correlation between performance and human resource management can be explained by the efficacy of HR practices.
- **Kuldeep Singh (April 2013) Impact of HR practices on perceived firm performance in India:** The current study set out to determine the connection between firm-level performance and HRM practices. The two human resources practices training and compensation and the perceived organisational and market performance of the company are significantly correlated, according to a study done on 82 Indian businesses.
- **Jan Fekke Ybema, Tinka van Vuuren, Karen van Dam Published online: Oct 2017 HR practices for enhancing sustainable employability: implementation, use, and outcome:** Businesses must preserve or enhance their employees' working life skills in order to sustain employment as the workforce ages. This begs the question of which HR procedures improve workers' capacity for long-term employment.
- **Ying Wang Sunghoon Kim Alannah Rafferty & Karin Sanders (November 2019)- Employee perceptions of HR practices:** Employee perceptions of human resources (HR) practices are receiving increased attention from academics. They have investigated whether and how employee outcomes are influenced by employees' individual or group perceptions of HR practices.

RESEARCH GAP

There is a lack of knowledge regarding how HR practices work in small and medium-sized businesses (SMEs), especially in developing nations, despite the fact that many studies have examined the effect of HR practices on organisational performance. The majority of these studies concentrate on large corporations in developed nations. Furthermore, little is known about how employee perceptions influence the efficacy of HR tactics, particularly in contexts with a diverse population. There is a need for more context-specific and up-to-date research in this area because the impact of digital transformation on HR practices and the incorporation of entrepreneurial leadership within HRM are still poorly understood.

| Citation | Design of research | Objective of research | Findings of research |
|--|--|---|---|
| Patrick M. Wright, Timothy M. Gardner, Lisa M. Moynihan (2006) | Predictive design with 50 autonomous business units in one corporation | To examine the impact of HR practices and organizational commitment on operating performance and profitability | HR practices and organizational commitment are significantly related to operational performance, operating expenses, and pre-tax profits |
| Ying Wang, Sunghoon Kim, Alannah Rafferty & Karin Sanders (Nov 2019) | Critical review of 105 journal articles | To understand what is meant by "employee perceptions of HR practices" and how these perceptions shape outcomes | Employee perceptions are not monolithic; they vary and influence employee outcomes in multiple ways |
| David Guest, Neil Conway (May 2011) | Stakeholder-based survey and conceptual model | To explore whether HR effectiveness helps explain the link between HR practices and performance, using line manager's vs. HR managers' perspectives | Senior line managers' assessments of HR effectiveness are more strongly associated with organizational outcomes than those of HR managers |
| Ostroff, C., & Bowen, D. E. (Oct 2000) | Theoretical integration of multilevel models | To develop a multilevel framework connecting HR practices with firm performance | HR practices influence employee skills, attitudes, and behaviors, which then |

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|---|--|--|--|
| | | | impact overall organizational effectiveness |
| David P. Lepak, Kathryn M. Bartol, Niclas L. Erhard (June 2005) | Conceptual framework based on contingency theory | To distinguish core vs. peripheral HR practices and guide decisions about outsourcing or in-house delivery | Strategic orientation determines which HR practices are crucial to competitiveness and should be kept in-house |
| Nicholas Kinnie, Sue Hutchinson, John Purcell, Bruce Rayton, Juani Swart (Dec 2006) | Quantitative study on three employee groups (professionals, managers, workers) | To examine how employee satisfaction with HR practices affects their commitment to the organization | Satisfaction with certain HR practices is linked to commitment across all groups, while other practices affect groups differently |
| Kuldeep Singh (April 2013) | Survey of 82 Indian firms | To explore the relationship between HR practices and perceived firm performance in India | Training and compensation have a significant positive effect on perceived organizational and market performance |
| Ingmar Bjorkman, Jon E. Lervik (Oct 2007) | Model-based study using MNC case evidence | To study how HR practices are transferred from headquarters to foreign subsidiaries in MNCs | HR practice transfer depends on implementation, internalisation, and integration within local contexts |
| Jeske Van Beurden, Karina Van De Voorde, Marc Van Veldhoven (2002) | Systematic literature review | To examine how employee perceptions of HR practices are used as antecedents, mediators, or outcomes | Employee perceptions are theoretically diverse and conceptually varied across studies; integration needed in SHRM literature |
| Khurram Shahzad, Sajid Bashir, Muhammad I. Ramay (March 2008) | Survey of university teachers in Pakistan | To test the relationship between HR practices and performance of teachers in a developing country context | HR practices significantly impact teacher performance; findings point to HR's role in improving literacy through education quality |

Table no.01 Showing Research Gap

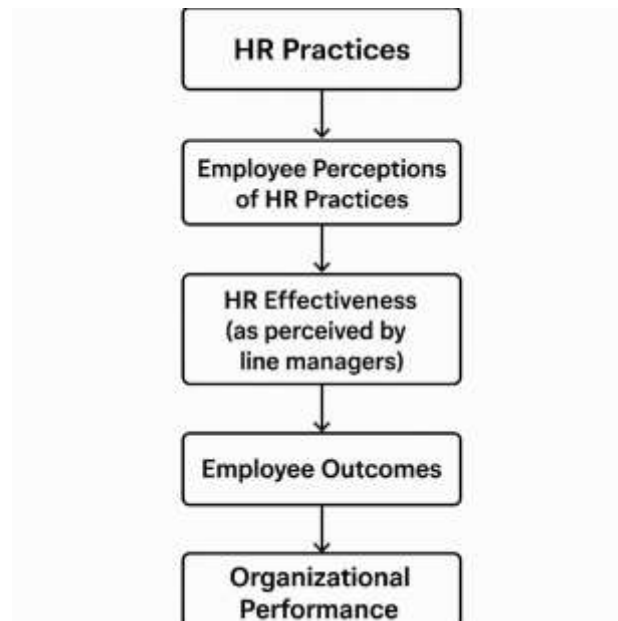
PROPOSED RESEARCH MODEL:**CONCEPTUAL MODEL:**

Fig.No.1 Showing conceptual model of HR Practices

PROBLEM STATEMENT

The study's problem statement is the gap in understanding the effectiveness of current HR practices and their impact on key organizational outcomes like employee performance, satisfaction, and overall productivity. This includes determining areas for organisational development and talent management improvement as well as evaluating the effectiveness of particular HR systems (training, hiring, performance reviews). The main issue is that, even though many businesses use HR procedures, there is frequently a lack of clarity about:

- The direct impact of specific HR practices
- The interconnectedness of HR with organizational outcomes
- The effectiveness of current HR systems
- The potential for improvement

RESEARCH METHODOLOGY

• Research Design

To examine the current Human Resource (HR) practices used in Bengaluru's IT industry, the study uses a descriptive research design. It seeks to ascertain how satisfied employees are with current HR procedures, including communication, rewards, performance reviews, training, and organisational transparency.

• Method of Data Collection

Primary data:

A structured questionnaire created with Google Forms was used to gather primary data. In order to gather employee opinions and experiences regarding different HR procedures, the survey included multiple-choice.

Secondary data:

Secondary data was obtained from various credible sources including Academic journals, HR reports of IT organization, Articles from business magazines, Previous research papers, Company websites and HR blogs.

• Sampling Technique

Responses were gathered using a non-probability convenience sampling technique. IT specialists from various Bengaluru-based companies were contacted via WhatsApp, email, and personal networks to take part in the survey.

• Sample Size

Fifty responses in all were gathered from Bengaluru IT industry workers. A variety of demographic traits, such as age, gender, education, and work experience, were represented by the respondents.

• Variables Used in the Study

| Variable | Type | Description |
|------------------------------------|-------------|--|
| Gender | Demographic | Male, Female, Prefer not to say |
| Age Group | Demographic | 20–30, 30–40, 40–50, etc. |
| Education Qualification | Demographic | High School, Bachelor's, Master's, Diploma |
| Location | Demographic | Bengaluru and surrounding areas |
| Frequency of HR interaction | Independent | How often employees interact with HR |
| Clarity of HR policies | Independent | Whether HR policies are communicated clearly |
| Frequency of performance appraisal | Independent | How often appraisals are conducted |
| Perception of HR practices | Dependent | Employee views: Positive, Negative, Moderate, Minimal |
| Satisfaction with HR policies | Dependent | Satisfaction level: Very Satisfied, Satisfied, Not Satisfied, Dissatisfied |
| Key HR area of influence | Independent | Training, Appraisals, Rewards, Leadership, Job Security |

| | | |
|-----------------------------------|-------------|---|
| Effectiveness of HR communication | Independent | How effectively HR communicates and handles employee concerns |
| Suggestion for improvement | Qualitative | Open-ended suggestions: Better appraisals, More training, Communication, etc. |

Table No. 02 Showing Variables Used in the Study

ANALYSIS AND INTERPRETATION

Age-wise Description of Respondents

From your dataset, respondents can be grouped into the following age brackets (based on the provided age ranges):

| Age Group | Frequency | Percentage |
|-------------|-----------|------------|
| 20–30 years | 9 | 18% |
| 31–40 years | 14 | 28% |
| 41–50 years | 17 | 34% |
| 51–60 years | 9 | 18% |
| 20–30 years | 9 | 18% |

Table N0.03 Showing Age-wise Description of Respondents

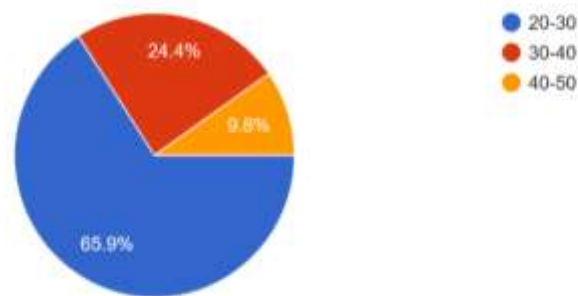


Figure no. 02 showing Age-wise Description of Respondents

Interpretation: Many workers in the IT industry are mid-career professionals with a great deal of experience and exposure to HR procedures, as evidenced by the fact that the majority of respondents (34%) are between the ages of 41 and 50. The age group of 31 to 40, which comprises early- to mid-career individuals who prioritise growth and development, comes in second at 28%. Senior employees who may hold leadership positions and offer insightful information about long-term HR effectiveness are represented in the sample by 18% of young professionals aged 20–30 and another 18% of those aged 51–60.

HR conducts regular performance evaluations

Descriptions

| Evaluation Frequency | No. of Respondents | Percentage (approx.) |
|----------------------|--------------------|----------------------|
| Yes, every quarter | 18 | 36% |
| Yes, twice a year | 9 | 18% |
| Only once a year | 16 | 32% |
| Never | 7 | 14% |
| Total | 50 | 100% |

Table No. 04 Showing HR conducts regular performance evaluations

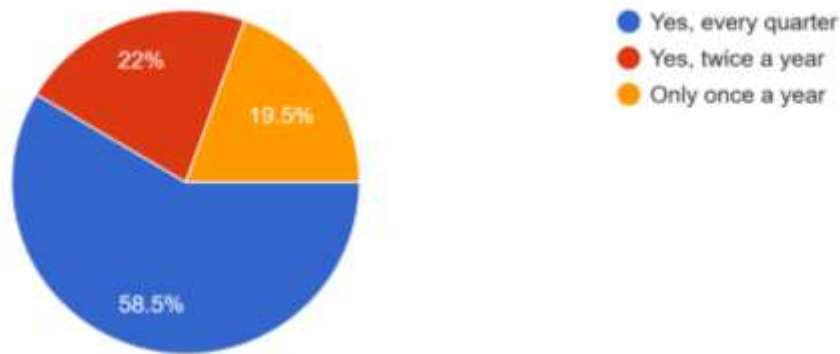


Figure no.03 Showing HR conducts regular performance evaluations

Interpretation: According to the majority of workers in the IT sector, performance reviews are carried out on a regular basis; 36% of them undergo quarterly reviews, and 18% are evaluated twice a year. Inconsistency across organisations is evident, though, as 32% of respondents said evaluations only happen once a year and 14% said they never receive them. Setting objectives, giving feedback, and inspiring staff all depend on regular, well-organised evaluations. According to the data, even though many businesses have implemented frequent reviews, the IT industry can still do better at standardising and giving priority to performance evaluation procedures.

Main Source Of Your Motivation At Work

Descriptions

| Main Source of Motivation | No. of Respondents | Percentage (approx.) |
|-----------------------------|--------------------|----------------------|
| Job security | 12 | 24% |
| Work environment | 10 | 20% |
| Team and leadership support | 11 | 22% |
| HR incentives and rewards | 17 | 34% |
| Total | 50 | 100% |

Table No. 05 Showing Main Source Of Your Motivation At Work

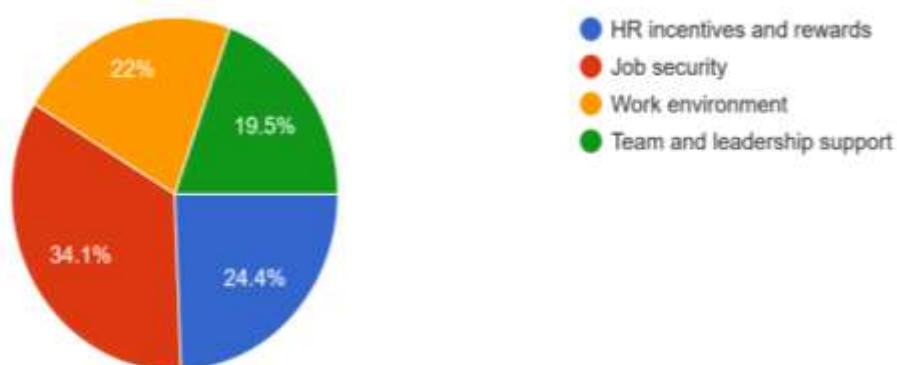


Figure no.04 Showing main Source Of Your Motivation At Work

Interpretation :HR incentives and rewards are the most popular source of motivation for IT workers (34%), demonstrating the importance of material recognition in fostering employee engagement. The desire for stability and solid interpersonal relationships at work is reflected in the significant motivators of job security (24%) and team and leadership support (22%). In contrast, 20% of respondents said that their primary motivator was their

workplace. According to this, non-monetary elements like support and a positive work environment are just as vital in sustaining employee motivation as monetary or reward-based incentives.

Effectiveness of the performance appraisal system in your organization

Description

| Effectiveness Level | No. of Respondents | Percentage (approx.) |
|----------------------|--------------------|----------------------|
| Very effective | 14 | 28% |
| Somewhat effective | 23 | 46% |
| Not very effective | 9 | 18% |
| Not effective at all | 4 | 8% |
| Total | 50 | 100% |

Table No. 06 Showing Effectiveness of the performance appraisal system in your organization

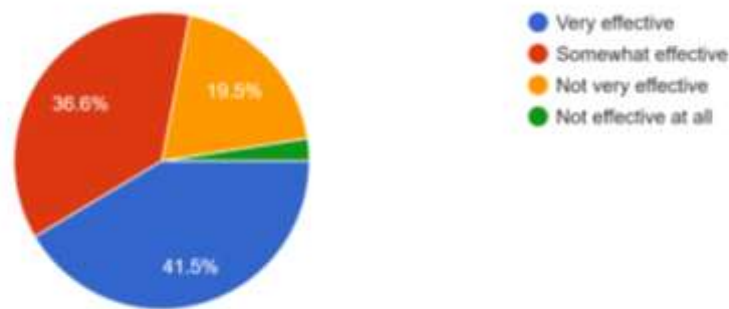


Figure no.05 Showing Effectiveness of the performance appraisal system in your organization

Interpretation: Although there are performance appraisals, they might not be consistent or provide useful feedback, as indicated by the majority of respondents (46%) who believed their systems were only moderately effective. Some organisations are successfully using them to drive performance, as evidenced by the 28% who thought they were very effective. Nonetheless, 26% of respondents (who combined the phrases "not very effective" and "not effective at all") voiced dissatisfaction, citing problems like bias, ambiguity, or infrequent evaluations. These results show that in order to improve employee development and satisfaction, businesses must make their appraisal systems more transparent, equitable, and practical.

Improvements would like to see in HR practices

Descriptions

| Suggested Improvement | No. of Respondents | Percentage (approx.) |
|-------------------------------|--------------------|----------------------|
| Better performance appraisals | 18 | 36% |
| More training programs | 12 | 24% |
| More employee recognition | 10 | 20% |
| Enhanced communication | 10 | 20% |
| Total | 50 | 100% |

Table No. 07 Showing Improvements would like to see in HR practices

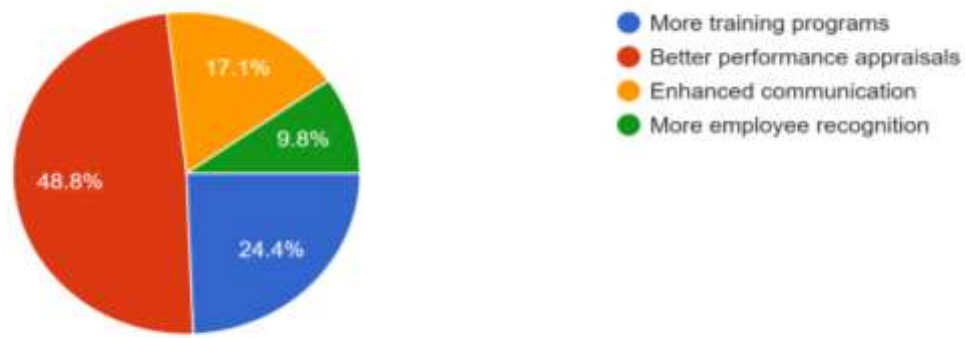


Figure no. 06 Showing improvements would like to see in HR practices

Interpretation:

Better performance reviews were the most frequently recommended improvement (36%), indicating that workers want an evaluation system that is more organised, equitable, and growth-oriented. A desire for learning opportunities and skill development was demonstrated by the 24% who wanted more training programs. Additionally, 20% of respondents said they needed better communication and recognition for their work, underscoring the significance of open communication and recognition in fostering job satisfaction. These findings suggest that IT companies should improve the transparency, participation, and development-focused nature of their HR procedures.

Conclusion, Limitations, Implications, Future Recommendations

The study on HR Practices in the IT Sector in Bengaluru reveals that while many employees are generally satisfied with the current HR practices, there remains scope for improvement in several areas. Key HR dimensions such as job security, work environment, training and development, and performance appraisal systems significantly influence employee satisfaction. A majority of respondents expressed the need for better communication, fair appraisal mechanisms, and increased recognition programs. The study concludes that strategically designed and effectively implemented HR practices are crucial in retaining talent and enhancing organizational performance in the competitive IT industry.

Limitations

- Limited sample size Only 50 responses were collected, which may not fully represent the entire IT sector in Bengaluru.
- Geographic focus The study is limited to Bengaluru and cannot be generalized to other regions or industries.
- Non-probability sampling Convenience sampling may lead to selection bias and affect the generalizability of the results.
- Self-reported data Responses may be influenced by personal bias, social desirability, or misunderstanding of questions.
- Cross-sectional study Data was collected at one point in time and does not reflect changes over time.

Practical Implications

Organizations can enhance employee retention by focusing on transparent communication and fair reward systems. HR managers should prioritize regular and effective training programs to improve employee competency and motivation. Improved performance appraisal systems and recognition can significantly boost morale and productivity. Employee feedback mechanisms should be implemented to continuously monitor and improve HR services.

FUTURE RECOMMENDATIONS

Future research can be conducted on a larger and more diverse sample to gain broader insights. A comparative study between different sectors (e.g., IT vs Manufacturing) may offer industry-specific best practices. Longitudinal studies can help understand how HR practices evolve over time and impact employee satisfaction. Incorporate quantitative methods like regression or correlation analysis to identify relationships between variables. Include qualitative interviews with HR managers to understand organizational perspectives and challenges in implementation.

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