

## **An Analysis of HRD Climate in Information Technology Industry at Hyderabad**

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**Abstract:** *Human Resource Development aims at overall development of the human resources through the process of developing competencies and sharpening capabilities of the work force in order to help them achieve goals both personal and organizational. Human resource management and development style, such as a fresh intake of workers from college and universities and continuous training and development brings skills, attitudes, energy, enthusiasm, and commitment towards work. The HRD climate of IT organizations are directly depends upon managerial effectiveness of the employees as well as the teamwork engagement and further found that work assessment of the employees plays a major role in developing the organization in the IT sector organizations.*

**Key words:** *HRD, Performance, Attitudes and Team work.*

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### **I. Introduction**

In today's combative business environment, high performing organizations are vying with each other in order to stay most modern and streets ahead of other companies. They have learned how to deploy human resource development practices to provide a competitive edge to their staff. However, the task of bringing better fitted workers in the organization and refreshing their job skills depending on the needs and expectations of the organizations remains a challenge. Hence, there exists a compelling demand for new, even game changing ideas and strategies to improve the interface between the management and the work force on one hand and extract cutting edge performance from the work force on the other.

The main purpose of HRD, as Sampson (2005) puts it "is to change behavior training and other incentives". McKenna (2000) is of the view that developing employees' job skills results in favorable impact on their morale, which in turn, enhances their commitment to the organization.

Human Resource Development aims at overall development of the human resources through the process of developing competencies and sharpening capabilities of the work force in order to help them achieve goals both personal and organizational. An organization's success depends not just on their present skills, but their ability to cope with future tasks. Human resource strategies are formulated to meet challenges both present and future.

HRM mechanisms and techniques also include performance appraisal, counseling and training, and organization development interventions are used to initiate, facilitate, and promote this process in a seamless continuity. Further, these mechanisms need to be examined periodically to see whether they are promoting or hindering the process. Organizations can facilitate this process of development by planning for it, and allocating organizational resources for the purpose.

HRD climate is an integral part of the prevailing general organizational climate which may include characteristics such as: important given to human resource, openness of communication, encouragement given to risk-taking and experimentation, feedback given to employees to make them aware of their strengths and weaknesses, a general climate of trust, faith in employee's capabilities, employees' tendency to assist and collaborate with each other team spirit, tendency to discourage stereotypes and favoritism, and supportive personal policies and practices.

## **II. Objectives Of The Study**

The objectives of the study are as follows:

1. To study the socioeconomic profile of employees in the IT companies.
2. To investigate various subsistence of human resource development practices in IT companies.
3. To survey the employees perceptions of HRD climate in the study domain.

## **III. Methodology Of The Study**

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data.

### **Study Area**

The Survey is conducted in IT Companies located in Hyderabad city. Hyderabad hosts a number of IT companies making the study realistic and meaningful. As IT companies have entered the economic arena, their level of play has raised the economic standing of young and educated professionals. Hyderabad, being the metropolitan city, truly represents employees belonging to various strata of the society.

### **Sampling Size and Design**

The primary data are collected through survey method. The survey is conducted using well formulated Questionnaire. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. Totally 600 Questionnaires were distributed and 385 collected out of which 350 completed questionnaires were found usable.

### **SCOPE OF THE STUDY**

The study is comprehensive and analytical. The information collected from the data has been developed to a conclusion. The objective of the work focuses entirely on human resource practices in the selected IT companies. The approach of the study has been made with the views of the employees of IT companies located in Hyderabad city.

## **IV. Review Of Literature Of The Study**

Majee, Kunal K. (2006), in an article, 'Human Resources Climate Survey of Chittaranjan Locomotive Workshop', says that human resource climate is significant for companies. The human resource climate survey (HRCS) is an accurate, efficient, flexible tool for gathering critical information about organisational conditions and management practices. To measure human resources environment and HR culture several instruments are used. They are organisational climate, HRD climate, organisational culture, organisational environment, organisational health, organisational analysis, institutional climate and organisational learning. The study is conducted in Chittaranjan Locomotive Workshop and the data is collected through questionnaires. Sample-size has been taken as 100. The total score of all 38-items from each person is calculated. The questionnaire uses a five point rating scale.

The scores on all 38-items are added to get a composite score. Scores, above 114-indicate a good HRD climate, near to 150-indicate excellent HRD climate, below 76-indicate considerable scope for improvement.

Lim, Doo Hun and Michael Lane Morris (2006) conducted a study on the 'Influence of Trainee Characteristics, Instructional Satisfaction and Organisational Climate on Perceived Learning and Training Transfer.' The main purpose of the study is to assess the perceived learning and transfer of learning made by a group of international human resource development professionals who take a strategic business financial planning course. The study identifies the cross-relationships and influence of the transfer variables in the three transfers constructs (trainee characteristics, instructional factors and organisational climate) towards the trainees' learning transfer. Questionnaires and tests are used to collect study participants' perception and actual data about training outcomes and training transfer results. The target population for sample is Korean workers employed in a Korean conglomerate company.

They use a convenience sample of employees who completed a three-day training programme. The sample consists of 181 employees from the fifteen sister companies of the Korean conglomerate. A factor analysis with varimax rotation is used to examine the construct validity of the perception instrument. To measure organisational climate Likert type scale is used. Various statistical methods like mean, standard deviation, t-test, ANOVA table, hierarchical regression analysis, spearman's correlation are used.

**V. Data Analysis**

The researcher considers the five important personal and organizational variables such as gender, age, income, experience and designation independent variables. He also finds a close association between independent variables and the clusters of HR practices. The cross tab association is achieved through non parametric Chi-square analysis of association and the results are presented in the table below.

**Gender- HRD CLIMATE**

		VAR00002		Total	
		Male	Female		
Cluster	1.00	Count	136	0	136
		Expected Count	81.6	54.4	136.0
		% within Cluster	100.0%	.0%	100.0%
	2.00	Count	64	16	80
		Expected Count	48.0	32.0	80.0
		% within Cluster	80.0%	20.0%	100.0%
	3.00	Count	10	124	134
		Expected Count	80.4	53.6	134.0
		% within Cluster	7.5%	92.5%	100.0%
Total		Count	210	140	350
		Expected Count	210.0	140.0	350.0
		% within Cluster	60.0%	40.0%	100.0%

The above table-1 presents that 100% of perfection seekers are found to be male whereas 80% of mechanical employees are male and 20%, female. Only 7.5% of the employees are male and 92.5% employees are female in the cluster of supportive employees. A computation of Pearson’s Chi-square statistics is shown in the table below.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	258.109 <sup>a</sup>	2	.000
Likelihood Ratio	319.904	2	.000
Linear-by-Linear Association	239.679	1	.000
N of Valid Cases	350		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 32.00.

The above table shows that Pearson’s chi square value = 258.109, P = .000 are statistically significant at 5% level.

Therefore, it can be concluded that there is no association between gender of the employees and their perception towards HRD climate. This implies male and female employees in select IT companies do not have same perception towards the prevailing HRD climate.

**AGE**

		VAR00003				Total	
		<25	26-35	36-45	>45		
Cluster	1.00	Count	16	120	0	0	136
		Expected Count	6.2	87.8	38.1	3.9	136.0
		% within C2	11.8%	88.2%	.0%	.0%	100.0%
	2.00	Count	0	80	0	0	80
		Expected Count	3.7	51.7	22.4	2.3	80.0
		% within C2	.0%	100.0%	.0%	.0%	100.0%
	3.00	Count	0	26	98	10	134
		Expected Count	6.1	86.5	37.5	3.8	134.0
		% within C2	.0%	19.4%	73.1%	7.5%	100.0%
Total		Count	16	226	98	10	350
		Expected Count	16.0	226.0	98.0	10.0	350.0
		% within C2	4.6%	64.6%	28.0%	2.9%	100.0%

Cluster-1.00 Perfection seekers

Cluster-2 .00 Mechanical employees

Cluster- 3.00.Supportive employees

Table-3 shows that in the perfection seekers category 88.2% employees are between age group of 26 and 35. Only 11.8% belong to below 25 years. With regard to mechanical employees, all the employees belong to the age group category of 26 to 35. With regard to supportive employees, 73.1% belong to the age group of 36 to

45, 19.4% are between 26 and 35 and only 7.5% are above 45 years. A computation of Pearson’s Chi – square statistics is shown in the table below.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	268.950 <sup>a</sup>	6	.000
Likelihood Ratio	320.027	6	.000
Linear-by-Linear Association	188.399	1	.000
N of Valid Cases	350		

a. 4 cells (33.3%) have expected count less than 5. The minimum expected count is 2.29.

The above table analyzes that Pearson’s Chi square value = .268.950, P = .000 are statistically significant at 5% level. Therefore, it can be concluded that there is an association between the age of the employees and their perception towards HRD climate. The analysis also concludes that employees in the age group of <25 years, 26 – 35, 36 – 45, and above 45 do not have similar kind of perception towards the HRD climate. Perfection seekers, mechanical employees and supportive employees are equally distributed over all the age groups.

**EXPERIENCE**

			EX			Total
			<10	11To20	21>30	
Cluster	1.00	Count	136	0	0	136
		Expected Count	72.3	42.7	21.0	136.0
		% within C2	100.0%	.0%	.0%	100.0%
	2.00	Count	50	30	0	80
		Expected Count	42.5	25.1	12.3	80.0
		% within C2	62.5%	37.5%	.0%	100.0%
	3.00	Count	0	80	54	134
		Expected Count	71.2	42.1	20.7	134.0
		% within C2	.0%	59.7%	40.3%	100.0%
Total		Count	186	110	54	350
		Expected Count	186.0	110.0	54.0	350.0
		% within C2	53.1%	31.4%	15.4%	100.0%

Cluster-1.00 Perfection seekers

Cluster-2 .00 Mechanical employees

Cluster- 3.00.Supportive employees

In table-5, it can be found that in perfection seekers category, all the employees have below 10 years experience. With regard to mechanical employees, 62.5% have below 10 and 37.5%, 11 to 20 years of experience. With regard to supportive employees 59% have 11 to 20 years of experience and only 40.3% with 21 to 30 years experience. A computation of Pearson’s Chi – square statistics is shown in the table below.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	293.525 <sup>a</sup>	4	.000
Likelihood Ratio	405.123	4	.000
Linear-by-Linear Association	243.379	1	.000
N of Valid Cases	350		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 12.34.

As per the above test, Pearson’s Chi square value = 293.525, P = .000 are statistically significant at 5% level. Therefore, it can be concluded that the experience of the employees and their perception towards HRD climate can be associated. The analysis also indicates that employees with the experience of <10 years, 11 – 20, 21 – 30, and above 30 do not have the same perceptions towards the HRD climate. Perfection seekers, mechanical employees and supportive employees are equally distributed over all the groups of experience.

**INCOME**

		NC				Total	
		<35	Btw 36-45	Btw 46-55	>55		
Cluster	1.00	Count	136	0	0	0	136
		Expected Count	55.2	36.9	24.1	19.8	136.0
		% within C2	100.0%	.0%	.0%	.0%	100.0%
	2.00	Count	6	74	0	0	80
		Expected Count	32.5	21.7	14.2	11.7	80.0
		% within C2	7.5%	92.5%	.0%	.0%	100.0%
	3.00	Count	0	21	62	51	134
		Expected Count	54.4	36.4	23.7	19.5	134.0
		% within C2	.0%	15.7%	46.3%	38.1%	100.0%
Total		Count	142	95	62	51	350
		Expected Count	142.0	95.0	62.0	51.0	350.0
		% within C2	40.6%	27.1%	17.7%	14.6%	100.0%

Cluster-1.00 Perfection seekers

Cluster-2 .00 Mechanical employees

Cluster- 3.00.Supportive employees

From the above table, it is informed that all perfection seekers are in the income level of Rs <35,000 whereas 92.5 % mechanical employees are found to be in the income level of 36 --45,000 and only 7.5 belong to below 25,000 rupees income category. 46.3% of supportive employees are found to be in the income level of above Rs 40,000. 38.1%, above 55,000 and only 15.7% are found in 36 to 45 thousand income level. A computation of Pearson’s Chi – square statistics is shown in the table below

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	545.779 <sup>a</sup>	6	.000
Likelihood Ratio	600.489	6	.000
Linear-by-Linear Association	286.352	1	.000
N of Valid Cases	350		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.66.

From the above table, it is found that Pearson’s Chi square value = 545.779, P = .000 are statistically significant at 5% level. Therefore, it can be concluded that the experience of the employees and their perception towards HRD climate can be associated. The analysis also concludes that employees in the income level of <Rs 25,000, 26 – 35,000, 36 – 45,000, and above 45,000 do not differ in their perceptions towards the HRD climate. Perfection seekers, mechanical employees and supportive employees are equally distributed over all categories of Income.

**MANGEMENT LEVEL**

		M-LEVEL			Total	
		Jr-level	ml-level	Sr-level		
Cluster	1.00	Count	136	0	0	136
		Expected Count	116.6	9.7	9.7	136.0
		% within C2	100.0%	.0%	.0%	100.0%
	2.00	Count	64	16	0	80
		Expected Count	68.6	5.7	5.7	80.0
		% within C2	80.0%	20.0%	.0%	100.0%
	3.00	Count	100	9	25	134
		Expected Count	114.9	9.6	9.6	134.0
		% within C2	74.6%	6.7%	18.7%	100.0%
Total		Count	300	25	25	350
		Expected Count	300.0	25.0	25.0	350.0
		% within C2	85.7%	7.1%	7.1%	100.0%

Cluster-1.00 Perfection seekers

Cluster-2 .00 Mechanical employees

Cluster- 3.00.Supportive employees

The above table-9 examines that 100% of Perfection seekers are found to be junior level managers. With regard to mechanical employees, 80% are junior level and 20%, belong to middle level employees. Of supportive employees, 74.6% are junior level, 18.7% are middle level managers and only 6.7 are in senior level category. A computation of Pearson's Chi-square statistics is shown in the table below.

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	74.026 <sup>a</sup>	4	.000
Likelihood Ratio	85.239	4	.000
Linear-by-Linear Association	41.911	1	.000
N of Valid Cases	350		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.71.

The above table reveals that Pearson's Chi square value = 74.026, P = .000 are statistically significant at 5% level. Therefore, it can be concluded that there is a close relation between the managerial level of the employees and their perception towards HRD climate. It can also be concluded that it is important that the managerial staff understand the perceptions related to HRD climate.

**ANOVA FOR HRD CLIMATE**

The researcher considers HRD climate dependent variable and personal and organizational profile of the employees independent variable. The influence of independent variables over dependent factor is identified through one-way analysis of variable and results are presented in the table below.

		Sum of Squares	df	Mean Square	F	Sig.
GEN	Between Groups	61.946	2	30.973	487.341	.000
	Within Groups	22.054	347	.064		
	Total	84.000	349			
AGE	Between Groups	76.067	2	38.034	273.769	.000
	Within Groups	48.207	347	.139		
	Total	124.274	349			
EXP	Between Groups	139.228	2	69.614	473.753	.000
	Within Groups	50.989	347	.147		
	Total	190.217	349			
INC	Between Groups	335.784	2	167.892	822.469	.000
	Within Groups	70.834	347	.204		
	Total	406.617	349			
EDF	Between Groups	13.106	2	6.553	23.731	.000
	Within Groups	95.822	347	.276		
	Total	108.929	349			

**Influence of Gender on HRD Climate:**

The perceptual difference between male and female employees over the HRD climate is estimated by following analysis of variance. From the above table, it is found that  $f = 487.341$ ,  $P = .000$ , and hence there is influence of gender on factors of HRD climate in the select software companies.

**Influence of Age on HRD Climate:**

The perception of employees among different age groups over the HRD climate is estimated by following analysis of variance. From the above table, it is found that  $f = 273.769$ ,  $P = .000$  and so it can be concluded that there is an influence of age on factors of HRD climate in the select software companies.

**Influence of Experience on HRD Climate:**

The difference in the perception of employees on HRD climate based on their experience is estimated following analysis of variance. From the above table, it is found that  $f = .473.753$ ,  $P = .000$ . Therefore, it can be concluded that there is influence of experience on factors of HRD climate in the select software companies.

**Influence of Income on HRD Climate:**

The difference perceptions of employees over HRD climate based on their income levels are estimated by following analysis of variance. The above table shows  $f = 822.469$ ,  $P = .829$ . Therefore it can be concluded that there is influence of income on factors of HRD climate in the select software companies.

### **Influence of Managerial Level on HRD Climate:**

Different perceptions of managerial staff over HRD climate are estimated by following analysis of variance and the analysis is  $f = 23.731$ ,  $P = .000$ . Hence the influence of managerial level and factors of HRD climate in the select software companies.

## **VI. Summary Of Findings**

The application of multivariate's statistical technique and univariate tools are able to identify socio-economic profile of the employees. Further it is found that the factors influencing HRD practices and perceptual difference among the employees and also gives perception of HRD climate & HRD outcomes among the employees in the IT Organizations.

- Majority of the respondents are male (67.14 %) and 32.86 % are women. Women are apparently one-third in the IT industry.
- It can be seen that majority of the respondents are in the age group of 20-30 years (65.14 %) followed by the age group of 30-40 years (27.43 %). The percentage of respondents below 20 years of age is 4.57 % followed by respondents in the age group above 40 years (2.86 %). It can be seen that two-third of the respondents belong to the age group 20-30 years, and they are in the beginning of their employment career.
- Majority of the respondents 57.14% are belongs to junior level 35.71% are belongs to middle level managers and 7.14 % in senior level category.
- From the observations it was evidenced that more than half of the respondents were belongs to junior level managers in the selected organizations.
- 53.14% of the respondents are less than 31.43 years experience, 30% with 5-10 years' work experience, 15.42 % in 10-20 years category and 4 % in 20-30 years category. There is no one working for longer than 30 years.
- 50.28 % are in the monthly income bracket of below 35,000.18.57% in the range of Rs.36000 –45000, and 17.14 % are in the monthly income bracket of 36 to 45000 rupees 14% earning above Rs.55,000.
- The study revealed that the organization development in IT organizations directly depends upon the HRD contribution of the employees as well as the work place contribution. It is further found that conducive work environment of the employees plays a vital role in developing the organization in the Organization.
- The HRD climate of IT organizations are directly depends upon managerial effectiveness of the employees as well as the teamwork engagement and further found that work assessment of the employees plays a major role in developing the organization in the IT sector organizations.
- It is found that 11.29% of the employees in the sample unit are "perfection seekers". They disagree HRD climate in the IT Organizations. Majority of employees are "mechanical employees". They more moderately agree HRD climate in the IT Organizations and majority of employees with moderate climate. Therefore, it can be named as "supportive employees".

## **VII. Conclusions Of The Study**

The IT sector needs to grow in harmony with world industry to stay competitive in the global market. However, concerted efforts will be required to take information technology to be self-sustaining level, where the organization shall have to increase volume generate requisite technology and meet growing secretion requirements.

It depicts that there is an association between their experience level and HRD outcome. The analysis concludes that the employee has a similar perception towards HRD outcome It is concluded that the income levels of above 45,000 are strongly agreed for the outcome of an HRD factor in the IT Organizations.

The elements of HRD practice to exact human resource from the employees. In that organization development increases knowledge and performance of an employee towards work. Performance appraisal system helps to improves and overall performance of and growth of an organization and career development provide self confidence, career plans and improvements.

Human resource management and development style, such as a fresh intake of workers from college and universities and continuous training and development brings skills, attitudes, energy, enthusiasm, and commitment towards work. Training and development programmes and rewards & incentives are the instruments which determines the efficiency of the employee, hence result in high profit.

The result obtained from this study indicates that HRM is moderately practiced by companies operating in Hyderabad and that performance symbolized by the growth rate of revenue, financial strength and profitability are reasonably enhanced by HRD practices mentioned in the study.

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