HUMAN CAPITAL ENGAGEMENT IN INFORMATION TECHNOLOGY INDUSTRY WITH SPECIAL REFERENCE TO BANGALORE

Dr. V P. Thirulogasundaram, Professor, Department of Management, DBIMSCA, Bangalore.

Mr. Madhunayaka, Assistant professor, Research scholar Mysore university.

Dr. M. Sampath Nagi, Assistant Professor, Department of Management, Pondicherry University, Port Blair Campus, Andaman & Nicobar Island, (sampathnagi@gmail.com,), ORCHID ID: 0000-0001-8282-9725.

Abstract

India is one of the fastest growing nations in terms of technology, and Government is also working on setting up more IT parks in major cities of our country. With growing IT infrastructure, and highly skilled and educated human resources, India has become the world technical saviours' favourite country. India is growing with respect to two industries, namely Information Technology and Business Process Outsourcing (BPO). IT and ITES industry has contributed to India's GDP from 1.2 percent in 1998 to 7.7 percent in 2017.[1] Bangalore, is the major IT hub in India and larger part of IT exports are from Bangalore. Hyderabad is also known as the HITECH city or Cyberabad, is also one of the major IT hubs in India and also the largest bio-informatics hub in India.[2] Chennai is also a major IT hub of India, with lot of educated people, IT parks, and good infrastructure. Chennai, being the capital of Tamil Nadu, well educated people of this state would like to migrate to Chennai, to better opportunities, pay and better standard of living.

Index Terms – Information Technology, Human Resource Engagement, Family Domain, Conflict domain

I Introduction

The history of organizational development, shows abundance with the contributions from evolving scientists and experts, many of them, whom are well known, by means of the contributions of many people in the organizations. Methodical organization development activities have a recent antiquity. It can be viewed many experts have created plethora of Engagement to help the organisation fellows to address specific problems effectively. Certain human resource Engagement such as team building, survey feedback, role analysis and intergroup conflict resolution were developed during the beginning years of organizational development and certain Engagement such as quality of work life, work redesign using socio-technical systems theory, collateral organization and strategic planning methods were developed as the organisational development started to progress. The Information Technology (IT) industry in Bangalore, India, stands as a formidable global powerhouse, known for its technological innovation and dynamic growth. With its rapid expansion over the past few decades, Bangalore has earned the moniker "Silicon Valley of India." This growth has been underpinned by a highly skilled workforce, a conducive business environment, and an ecosystem that fosters innovation. However, in

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1 http://www.nasscom.in/indian-itbpo-industry
2 http://www.pharmabiz.com/ Retrieved 3rd November 2017.

the face of this rapid evolution, the role of human resource (HR) Engagement in shaping the industry's trajectory has become increasingly paramount.

II Human Resource Engagement in Information Technology Sector

Human resource Engagement means an arrangement of planned activities, actions, and events by Human resource department, proposed to help an organization improve its performance and efficiency. Human resource Engagement are of three types; Individual based, for example, coaching, counselling, training, confidence boosting, mentoring, motivation etc. comes under individual based human resource Engagement. Next is group based human resource Engagement, example, conflict management, team building, etc. Last is Inter-group based Engagement, examples, organization mirroring, third party peace-making Engagement etc. Some of the Human Resource Engagement activities are goal setting, Performance appraisal, reward systems, career planning and development, coaching and counselling activities, Managing work force diversity and employee wellness.

III Aim of the Study

The aim of the study is to find out Human Resource Engagement in Information Technology in Bangalore. The liberalization policy and heavy competition has made the impression of Human Resource Management quite significant in Indian organizations. Be it a native concern or universal business houses, Indian management style puts quite a lot of prominence on the Human Resource Management function to acquire and retain best talents in the workplace. The strategic essence of Human Resources throws light on being an empowering tool to help management and employees achieve organizational objectives at a faster and a more coherent pace compared to earlier times. With the growing preference towards Human Resource Engagement and with the rising need for active configuration of Human Resource strategies with business strategy, most Indian businesses are looking into developing transparency and emphasis in designing their Human Resource departments within their work structures.

IV Statement of the Problem

Over the past few years, a vivid change has occurred in the labour market and demographic profiles of employees. While there is excitement for a bright future in IT industry, that is rapidly becoming reality, increasingly, questions and concerns are also part of it. Introduction of Robotic Process Automation and Artificial Intelligence, workload will now require one-tenth of the people power. Indian companies have to spend for re-skilling their workers, which would lead to fall in revenue per person. Depending only on a particular skill is not going to work out in this industry any more. One has to possess multiple skill sets to survive in this IT industry. Work Life balance is also one of the major challenges in the IT industry. Lot of studies has been done on work-life balance, work-life conflict, and family-life conflict in the IT industry.

Pandu, Balu and Poorani (2013)[3], studied 'Work life balance among IT and ITES professionals' covers Information Technology (IT) and Information Technology Enabled Services (ITES) employees. The sampling size covers 121 professionals. The variables involved are work load and responsibility, work environment, Family dependents. The results indicate that there are dissimilarities in the perception related to the need for work life balance policies based on the employees' background. The employers should design and implement work life balance policies and practices keeping this factor in mind, which would enable them to utilize them utmost. This study suggests that the top authorities of the organizations should take this into consideration and set some coherent objectives for female employees.

A study was conducted by **Chandrasekar et.al (2013)[4]** and an article was written by them named, "Study on work - life balance among the executives in IT industry with special reference to Techno park, Trivandrum, Kerala" considering a sample size of 350 employees covering the Information Technology sector, Techno park Kerala. The variables involved are Work related factors that interferes personal life, awareness and prevalence about work life balance programs, Level of risks Inherent in work life balance programs. The authors say, Work-life Balance is a subject matter of concern and pressing issue for discussion among researchers and scholars of the Information Technology world. The reason could be an indefensible one such as rate of attrition, job stress, and health issues. Information Technology industry is one of the highest contributors to the Indian GDP and major employment provider. The study confirms that a proper work-life balance will provide job satisfaction of employees which in turn will bring success to the organisation and develop competing advantage for Information Technology organizations. Thus the company's human resource team along with active aid with the employees should take initiatives to promote healthy work-life balance policies and make sure that the employees are benefited from such policies.

3A. Pandu, A. Balu& K. PooraniThe Indian Journal of Industrial Relations, Vol. 48, No. 4, April, 2013
4Prof. (Dr.) K. S. Chandrasekar, Mrs. Suma S.R, Mrs.Renjini S. Nair, Mrs.Anu S.R, Trans Asian Research Journals http://www.tarj.in

V Objective of the Study

Based on a thorough study of previous literatures related to the work and family conflict, work life balance and human resource Engagement, the research gap has been identified and work family balance and human resource Engagement model was developed with the following objectives and hypotheses.

1. Assess the existing level of human capital engagement practices in the IT industry in Bangalore.

2. Identifying the strengths and weaknesses of current strategies related to Human Capital Engagement.

3. Provide Recommendations for Improvement of Human Capital Engagement.

VI Review of Literature

Lalit Prasad and PoojaKohli (2011)[5], says 'Human resource Management: Work Life balance – a myth'. They have conducted a study on ten Information Technology companies. They have identified variables such as life balance, job satisfaction, burn out (stress, emotion, and de-motivation). The present study was conducted in only Information Technology companies, however the research can be extended in the other type of organizations like sales related (FMCG, Insurance etc.) and manufacturing organizations. One of the limitations of the research is that the data is collected from the Information Technology companies situated at Hinjewadi IT Park Pune only. With the reference of this study, we can conclude that the proper work life balance increases job satisfaction whereas burnout dimensions like stress, emotion and de-motivation decreases job satisfaction. So work life balance becomes an inevitable element for the growth of the individual employee as well as the organization. So the organization has to take due care of the work life balance of the employees.

Perema Kumari Ponnampalam (2012)[6], has studied 'HRM Engagement to address work-life balance issues in private institutions of higher learning in Malaysia.' The author has covered the private institution of higher learning covering 400 samples. The main variables involved are Goal Setting, Performance appraisal, Reward system, Career planning and development, Coaching and counselling activities, managing work force diversity, Employee Wellness, the other variables found were Strategic role, communication role, Informal support, Line manager role in work life balance, effective work life balance policies, intrinsic job factors, human resource Engagement, organizational climate and culture. The result of the study shows that work life balance is no longer considered in the Asian context, it has become a universal concern. Malaysia holds a significant position in the Asian region, as an industrial and educational hub, and this research will be seen to be relevant, not just for the knowledge creation process, but also for the practical relevance it holds within the lives of most of the Asian working population. The final Chapter in this journal summarized the conclusions pertaining to the four research propositions and the manner of relationships between these variables and the conclusions are arrived at, lead to new theory development. The recommendations based on the research findings were offered for consideration by the regulatory bodies as well as the human resource management functions within the PHEI within Malaysia. The limitations that emerged during the course of the research were acknowledged, which in turn has paved way for further research. This research is also become a self-discovery for the researcher, not just from the abundance of clear cut knowledge that was available, but also from the insights acquired from the processes of coping up with the priorities, managing interactions with the respondents and disciplining one's mental processes to write with refinement and close-fistedness.

M. Odeen, L.H. Magnussen, S. Maeland, L. Larun, H. R. Eriksen, and T. H. Tveito(2012)[7] have done a 'Systematic review of active workplace Engagement to reduce sickness absence.' The authors say that the review finds limited or less evidence to say that active workplace Engagement were not generally so effective in reducing sickness absence, but there was only less or moderate evidence of effect for the graded activity and limited or less evidence for the effectiveness of the Sheer Brooke model and Cognitive Behavioural Theory (CBT). The variables found were, Cognitive workplace Engagement, composite Engagement, systematic review, workplace exercise, workplace physical activity.

Chaudhuri and Basu (2011)[8], have studied 'Strategic Human Resource Engagement: Vision around the globe'. This study highlights, in this backdrop, the 21st century industrial economy today calls for a pro-active role on the part of the Indian Corporate Sector in bringing in globalization of business. The authors say that the organizations' search for competitive advantage has come to rest in the people factor that draws attention to the message of achieving competitive advantage through people. The study makes an effort to bring to light a reflection of the identification of the strategic notion of the human resource function in some identified countries across the globe as contained in the management

5Prof.Lalit Prasad and Prof.PoojaKohli(2011) ,Chronicle Of The Neville Wadia Institute Of Management Studies And Research.
6PeremaKumariPonnampalam, Southern Cross University
ePublications@SCU
7The Author 2012. Published by Oxford University Press on behalf of the Society of Occupational Medicine.
8Strategic Human Resource Interventions:Vision around the globe, DR. Manodip Ray Chaudhuri, et.al, IJEMR, December 2011-Volume 1, Issue 7.

literature. The idea here is to understand the nature and perception of strategic human resource management practices, initiations and Engagement across different cultures and national boundaries. The study states that, with liberalization and globalization on the cards and international competition in the air, human resource seems to be playing quite a strategic role in developing and harnessing firm performance towards business growth and development for Indian organizations. Hence there is a call for moving ahead towards the so called strategic orientation of the human resource function with a step towards aligning human resource strategies with business policies, strategies and structures for achieving high performance work units with a higher return on assets, growth in sales and a well-balanced price-cost margin (Singh, 2003). The variables found were, strategic human resource management, Strategic human resource Engagement, human resource Engagement.

VII Research Methodology

The research objective for the current study includes exploration and description research methods. Exploratory research means, it enables the researcher to gain acumen into the research topic, then to clarify central concepts and construct and develop methods, which needs to be employed in the study. Descriptive research means, it allows the researcher to measure and report the occurrence with which the specific variable occurs in the sample, to present an image of the facts of a condition or relationship. The requisite of a good research strategy is, careful planning and a pilot study would often be a part of the strategy.

VII Analysis

The present part of analysis measures the mean and standard deviation on the variables of human resource Engagement. It has the following variables like goal setting, performance appraisal, reward and recognition, career planning and development, coaching and counselling activities, managing work force diversity and employee wellness. The human resource Engagement are measured using mean and standard deviation. The analysis is as follows;

Table 1 Mean and Standard Deviation of Human Resource Engagement

Measuring Items / Values	Mean	Sd
Goal Setting	3.95	0.219
Performance Appraisal	3.84	0.368
Reward and Recognition	3.09	0.321
Career Planning and Development	3.99	0.174
Coaching and Counselling Activities	3.82	0.386
Managing Work Force Diversity	3.46	0.501
Employee Wellness	4.21	0.409
Mean Score	**3.92**	**0.276**

VIII Statistics of Information Technology Sector In India

The statistics about Information technology in India has been taken from www. Statistica.com, a portal about statistical study about different industries from more than 22,500 resources.

> **Export and domestic revenue generated by the Information Technology industry in India from 2016 to 2023 (in billion US Dollars)**

Year	Export
2016	108
2017	117
2018	126
2019	136
2020	147
2021	152
2022	178
2023	194

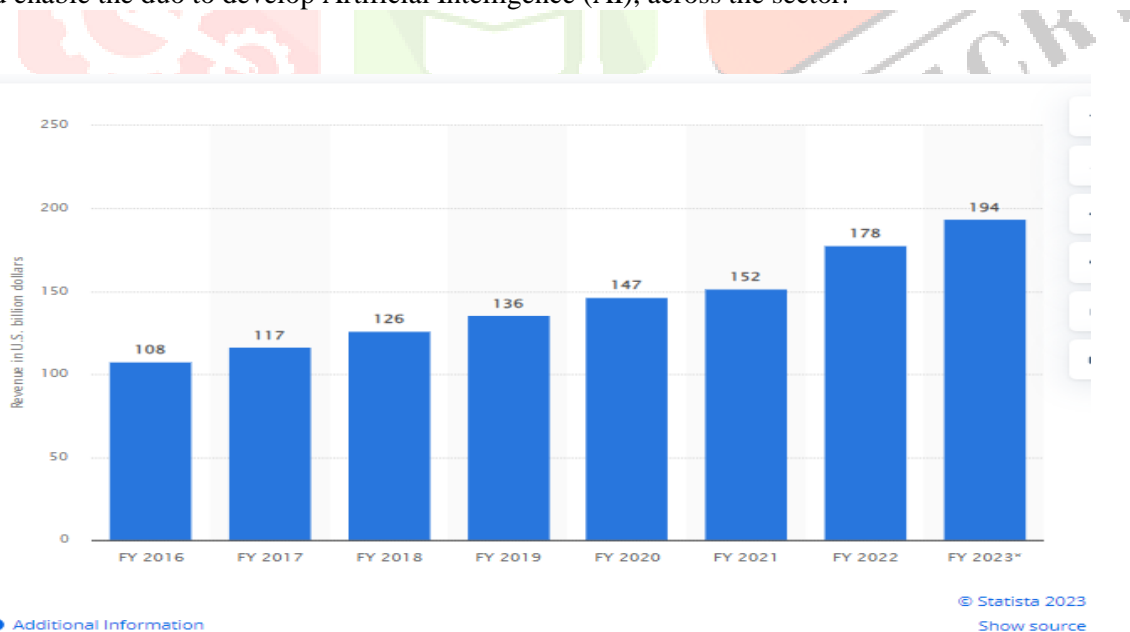> ➢ **Chart showing Export and domestic revenue generated by the Information**

> ➢ **Technology industry in India from 2016 to 2023 (in billion US Dollars)**

The above chart depicts the export revenue generated by the Information technology industry in India from 2016 to 2023 in US Billion dollars. In 2023, 194 billion US dollars and in 2016, 108 billion US dollars' revenue was generated by our Indian IT industry, while in 2010, it was only 50 billion US dollars, which is a drastic growth in very few years, which shows the growth of IT industry in India.

Indian IT and BPM industry's revenues	
	in US$ (as of FY23)
Export revenues	194 billion
Domestic revenues	51 billion
Total IT Revenues	245 billion
Total direct employees in IT sector:	54 lakh

X Conclusion

The IT industry, though there are many challenges, it continues to grow, in a rapid way. Nasscom – National Association of Software and Solutions Company, has projected a growth rate of 7-9 percent for the IT industry for 2018-19 as against 7.8 percent in 2017-18 and the IT exports would be at $137 billion dollars in 2018-19 as against $126 billion dollars in 2017-18. [9]. As per 'The Economic Times', IT industry is going to be a better industry in the coming years for India, as the US economy is doing well, the Indian IT companies can look forward for better year. Wipro has generated a revenue of nearly 80 million dollars in Intellectual properties, in 2016, and has set a target of about 150 million dollars.[10] Tech Mahindra, with the establishment of 'Video Integration and Engineering', (VIE) platform, has said, it would aim to improve its strategic position with many video distribution companies in the US.[11] Indian Institute of Technology (IIT) Delhi and IBM has entered into a multi-year research collaboration on Artificial Intelligence.[12] The researchers of IBM, along with the students and professors of IIT – Delhi, would conduct joint research in AI systems, focusing on some key traits like reasoning, comprehension and inference. This collaboration of corporate and students would enable the duo to develop Artificial Intelligence (AI), across the sector.

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9 The Hindu Business line, February, 2018.
10 https://economictimes.indiatimes.com/tech/ites/wipro-aims-to-make-150-million-from-intellectual-property-this-fy/articleshow/66890653.cms
11 https://economictimes.indiatimes.com/tech/ites/tech-mahindra-launches-new-business-unit-for-video-services-in-5g/articleshow/66878846.cms.
12 https://economictimes.indiatimes.com/tech/ites/iit-delhi-ibm-enters-into-a-multi-year-research-collaboration-on-ai/articleshow/66875088.cms

Bangalore, being the IT capital of India, the employees are expected to work long hours, given huge targets, timely closing of tickets etc. Though HR Engagement policies, help to an extent to achieve work life balance, still there is a gap, and there is a need for more renowned, employee friendly policies. The policies, such as work from home, paternity leave, rewards and recognition, career growth, etc. are given for the employees, employee satisfaction is still low and attrition rate is high. IT employees are expected to carry their laptops even during their holidays and work if any emergency situation. They are expected to attend calls, even during their holidays and during their family time, which leads to mental stress and pressure. They are unable to spend time fully with their loved ones. In this study, there is work conflict as well as family conflict. Work involving family conflict is more compared with family involving work conflict.

If the HR Engagement policies can be reviewed and more interactions held with their employees, conflict can be reduced to a great extent. Exit interview feedback can be collected in HRIS, so the employees may give honest feedback. Same way one-on-one discussions should be conducted with the employees, in HRIS, to get honest feedback. These feedbacks, would help to bring out more employee-friendly, policies, which would bring more employee satisfaction and improves productivity. A satisfied employee would be able to manage his personal and professional life in a better way, there by achieving work life balance. Role of HR department is very important in supporting the employees, in achieving work life balance. If there are proper systems and policies in place, life would become easier not only for the employees but also for the management in achieving the targets. However, a significant responsibility lies with the employees too in managing their personal and professional life. Proper planning in advance, between the work and family responsibilities, would help him/her a lot in avoiding work or family conflict and there by achieving work life balance.

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