



HUMAN RESOURCE MANAGEMENT PRACTICES IN MULTINATIONAL COMPANIES- A CASE STUDY IN INDIAN IT INDUSTRY

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ABSTRACT

Out of the fundamental areas of management, Human Resource Management is adjudged as the most important area. In the management of four M's. Money, Materials, Machines and Men – it is needless to believe, the obvious point, that considering the nature of men. Therefore, in essence we can assert that human resource alone can take care of goals of an enterprise. If a company is economically successful, it means, the management is able to manage human resource successfully. Managing human resources does not mean maintain productivity of human beings but also to maintain high degree of morale and satisfaction of those concerned with it. The main object of this paper is to study Human Resource Practices in Indian IT Companies and also to compare HR Practices in CMM level 5 certified companies with the help of Cross-Case Matrix Methodology. The sample companies for the study are TCS, Infosys, Wipro and HCL Technologies. The main sources of data for the study consist of both primary and secondary sources. The major findings of this study are major problems faced of HR Personnel in IT industry are recruitment and retention, training challenges, career development and employee retention.

Keywords: Employee Training, Employee Retention, Human Resource Management, Performance Appraisal, Recruitment and Selection.

INTRODUCTION

The software industry has come a long way. And like all big events of history, it happened part by design and part my accident. In the 70s, not many people in India understood the word "software" and there was no separate software industry. Throughout the 70s, multinationals like IBM and ICL (UK) were the largest providers of hardware to the industry—and it came bundled with the operating systems and a few basic packages. Larger enterprises—including the Indian defense and public sectors—which needed customized applications, had their own teams that did everything from installing systems to writing software.

The information technology sector has been playing a key role in fuelling the Indian economic performance which has been stellar without robust GDP growth India's total IT industry's (including hardware) share in the global market stands at 7% in the IT segment the share is 4% while in the ITES space the share is 2%. The industry is dominated by large integrated players consisting of both Indian and International service providers. During the year, the share of Indian providers went up to 65-70% due to the emerging trend of monetization of captives. MNCs however continued to make deeper inroads into the industry and strengthened their Indian delivery centers during 2008.

Over the last few years, India has established itself as a destination of choice. While cost is not unimportant, other factors have become increasingly vital. These include quality, customer services, time-to-market, reliability and security features like data protection, respect for intellectual property rights and network security. New growth areas have emerged like Knowledge Process Outsourcing (KPO), remote infrastructure management, product engineering services and R&D services. Growth has given rise to fresh challenges on many fronts, particularly in the areas of human resources and infrastructure.

1 REVIEW OF LITERATURE

This section covers the relevant literature related to Human Resource Management, the evolution of Human Resource management (HRM), the theoretical foundation of SHRM, the approaches to SHRM, the role of HRM and its people, and the implementation of HR strategy.

1.1 The Evolution of HRM

There are many different perspectives, among HRM scholars when describing the route the HRM movement has taken from the past to the present. However, it can be said that the main discussions lie in the transition from personnel management to HRM. Schuler and Jackson (1999) claim that the evolution of HRM can be divided into two stages only; the first from personnel management to HRM, and the second from HRM to SHRM. Other scholars (Baird & Meshoulam, 1984; Ehrlich, 1997; Langbert & Friedman, 2002; Nankervis, Compton, & Baird, 2008; Torrington, 1989) provide other perspectives on this route of evolution, which are also useful to re-trace the development of HRM.

Baird and Meshoulam (1984) identify the development of HRM by characterizing certain HR activities as representing each stage of the development. These five stages allow for various HR practices, depending on the requirements of the organization. The five stages range from basic HR, functional growth, controlled growth, functional integration, through to cross-functional integration. The complete stages and their characteristics can be seen in table 1.

Table 1 Five Stages of HRM

Stage	Characteristics
1. Basics	Focusing on paying, hiring and firing people
2. Functional Growth	<ul style="list-style-type: none"> • Have programs for recruitment, compensation and benefits, affirmative action, labour relations, training and development, etc. • Lack line in management involvement
3. Controlled Growth	<ul style="list-style-type: none"> • HR programs and activities being evaluated • HR programs are focused on the organization's needs • Line managers are aware of the HR programs • Programs are often specialized and decentralized
4. Functional Integration	<ul style="list-style-type: none"> • HR programs are integrated • Programs are related to problems areas rather than specialized functions • Involved in organizational development, productivity improvement, • change and planning
5. Cross- Functional Integration	<ul style="list-style-type: none"> • HR programs are fully integrated into the plans; and activities of other corporate areas such as marketing, finance, production, etc. • Line managers become the driving force behind HR programs • Corporate HR function responsible for development, policy and strategy • A total evaluation system determines the effectiveness of HR practices

(Source : Baird & Meshoulam, The HRS matrix: Managing the HR function strategically, 1984)

From another perspective, Torrington (1989) describes that a major shift of direction in the HRM development is moving away from the traditional of personnel management on conciliation, propitiation, and need to motivate employees as a potentially uncooperative cost, to seeing employees as a benefit. The new direction of HRM is that people need less goading and supervision, but should be given more scope and autonomy; people should not be seen as a cost, but as an asset in which to invest to add their inherent value. Torrington (1989) provides six main stages of evolution from the nineteenth century to the present that track this development. The first stage was the social reformer, next was the acolyte of benevolence, then the humane bureaucrat, followed by the consensus negotiator, the organization man, and the manpower analyst.

1.2 From Personnel Management to HRM

Guest (1987) identifies six factors relating to the transition from personnel management to HRM, (1) the search for competitive advantage through better utilization of HR, (2) models of excellence, (3) the failure of personnel management in promoting the potential benefits of effective management of people, (4) the decline in trade union pressure, (5) changes in the workforce and the nature of work with better education and the demand of more flexible jobs, and (6) the availability of new models. These six factors, individually or together, have motivated scholars and practitioners to promote and adopt new and better models for managing people.

To demonstrate the key differences between personnel management and HRM, Guest (1987) provides a comparison model that can be seen in table 2.

Table 1 Stereotypes of Personnel Management and HRM

	Personnel Management	HRM
Time and planningperspective	Short-term, reactive, ad, hoc, marginal	Long-term, proactive, strategic, integrated
Psychological contract	Compliance	Commitment
Control system	External control	Self-control
Employee relationperspective	Pluralist, collective, low trust	Unitarist, individual, high trust
Preferredstructures/systems	Bureaucratic/mechanistic, centralist, formal defined roles	Organic, devolved, flexible roles
Roles	Specialist/professional	Largely integrated into line management
Evaluation criteria	Cost-minimization	Maximum utilization (human asset accounting)

(Source: Guest, Human resource management and industrial relations, 1987, p. 507)

Contrasting the characteristics in this table shows that HRM provides clearer direction for managing people. However, Guest (1987) warns this just a generalization: “Implicit in the contrasting stereotype is an assumption that human resource management is “better”. However this fails to take account of variations in context which might limit its effectiveness. For example in public service bureaucracies conventional personnel management might more successfully contribute to the achievement of organizational goals” (Guest, 1987, p. 508)

Although there is considerable evidence that HRM is distinctive from personnel management, Guest (1987) identifies three different ways to operationalize this, (1) simply re-title personnel management with HRM without changing the roles and contents, (2) use HRM to re-conceptualize and re-organize the roles of personnel and describing the new role of the personnel department, and finally (3) offering a new approach to manage people.

Legge(1995) suggests the transition from personnel to HRM falls into three criteria: (1) a shift of focus from human resource processes and procedures to the development of HR and development skills for managers and their teams. (2) HRM operates proactively with a focus on developing core business, not merely supporting it, and (3) HRM will generate an emphasis on defining and shaping organizational culture.

Moreover, Legge(1995) analyses the similarities and differences between personnel and HRM. As a result, he identifies four fundamental similarities, which are, an emphasis on the importance of integration, linking employee development with organizational goals and achievements, ensuring the principle of the right people in the right job, and distributing people management to line managers. In a study, he found three differences between personnel and HRM: (1) the focus of activity: personnel management activities are performed on subordinates by manager, while HRM pays more attention to the management of managers; (2) the role of line managers: ones role is the implementation of personnel procedures whereas in HRM they are responsible for devising and driving a business oriented HR strategy; (3) perception about organizational culture: culture is a central element in HRM models but not in personnel management models.

1.3 The Foundation of SHRM

SHRM is defined as the linking of HR functions with business (organizational) strategy in order to improve business performance and develop an organizational culture that fosters innovation

and flexibility (Lengnick-Hall, Lengnick-Hall, Leticia , Andrade, & Drake, 2009; Truss & Gratton , 1994; Tyson , 1997). More detail is provided in the following two definitions:

“Strategic human resource management is largely about integration and adaptation. Its concern is to ensure that: (1) human resource management (HR) is fully integrated with the strategic needs of the firm; (2) HR policies cohere both across policy areas and across hierarchies; (3) HR practices are adjusted, accepted, and used by line managers and employees as part of their everyday work” (Schuler, 1992).

“We can thus most usefully define an organization’s human resourcing strategy as the general direction followed by an organization in how it secures, develop, retains and, from time to time, dispenses with the human resources it requires to carry out work tasks in a way that ensure that it continues successfully into the long term. And, thus ‘strategic human resourcing’ is to be understood as the establishing of principles and the shaping of practices whereby the human resources which an organization, seen as a corporate whole, requires to carry out work task that enable it to continue successfully in the long term” (Leopold, Harris, & Watson, 2005).

According to Guest (1989), the key difference between HRM and strategic HRM is how organizations integrate strategic decisions into the HRM policies and practices to cope with the environment. In the strategic HRM perspective, employees are considered a strategic resource that should be employed collectively with other resources (e.g. patents, reputation) to enhance organizational success (Barney, 1991).

There is a general consensus that studies from Michigan Business School (Devanna, Fombrun, & Tichy, 1984; Tichy, Fombrun, & Devanna, 1982) and Harvard Business School (Beer, Spector, Lawrence, & Mills, 1984) were the pioneers of SHRM study. The Michigan model emphasizes the necessity of a tight fit between business strategy, organizational structure and HRM, and acknowledges these are also influenced by economic, political, and cultural forces. The model underlines the deployment of HRM is to achieve business objectives. Accordingly, this model recognizes that various styles in managing people depend on the organizational context and assumes that everyone in the organization should have the same orientation with the purpose of achieving organizational goals.

1.4 The Role of HRM in the Organization

Historically, HR functions were not recognized as strategic partners (Brockbank, 1999; Lawler, 1995; Lawler & Mohrman, 2003), and the HR function identified as an administrative function, with the primary roles of cost control and administrative activities (Lawler, Cohen, & Chang, 1993; Ulrich, 1997a). Because of the rapid changes in the business environment, globalization of the economy, intensive deployment of information technology, and increasing complexity, modern organizations have been converging to support HR becoming a more strategic partner (Brockbank, 1999; Lawler & Mohrman, 2003; Ulrich, 1997a). Accordingly, it is necessary that the HRM department move beyond an operational focus into a strategic role (Schuler, 1994). Many studies across various countries indicate that HRM’s status has increased in the company hierarchy and thus plays a more strategic role (Camuffo & Rosta, 1993; Gunnigle & Moore, 1994; Jaap, 1996; Saborido, Rendon, & Castro, 1992; Siranni, 1992; Teagarden, Buttler, & Von Glinow, 1992)

Early studies investigating the role of HRM can be categorized into two streams, either reactive or proactive (Golden & Ramanjuam, 1985). The Reactive group (Ferris, Schellenberg, & Zammuto, 1984; Smith, 1982a; Walker, 1980; 1981) emphasizes organizational strategy is the driving force to determine HR strategies and policies. Hence, this group believes that the focal role of a HR department is to ensure that HR strategies and activities align with organizational objectives. The second stream, the proactive group (Alpander & Botter, 1981; Dyer, 1984; 1983; 1984b; Dyer &

Heyer, 1984)Tichy, (1982) recommends that HR be involved in the strategic formulation process. This means HR departments should be active players in strategy formulation.

Within these streams, Golden and Ramanujam (1985) promoted four distinctive roles for HRM in organizations: the administrative linkage, a one-way linkage, a two-way linkage, and an integrative linkage. In the administrative linkage HR deals with day-today or routine administrative roles such as payroll, absenteeism, etc. In a one-way linkage HR translates organizational strategies into HR strategies and policies, and the strategic formulation processes exists without HRM input. In the two-way linkage HR plays a dual function in formulating and implementing organizational strategies, although it is not involved in strategic decision making. With the integrative linkage, HR participates throughout the strategic formulation and decision process and also plays an integral role in developing and implementing the firm's competitive strategy. In this role, HRM is a vital part of senior management and an effort is made to integrate employee needs and business objectives to meet long-term organizational goals.

2 RESEARCH DESIGN AND METHOD

2.1 Need for the Study

It's no secret that business success today revolves largely around people, not capital. This is of great significance especially in 'people businesses' like software companies with relatively high people costs and low capital costs. According to Barber & Strack, (2005) people businesses are those companies with relatively high employee costs, a high ratio of employee costs to capital costs, and limited spending on activities, such as R&D aimed at generating future revenue. The question of where and how value is being created or squandered could be identified in people-intensive businesses by looking into metrics of productivity of people rather than of capital.

The critical resources are employees a software company hires, motivates and retains. While occasionally, the value employees create in some software companies does take the form of intangible assets like intellectual property, brands, and the like, most employees in people businesses like IT services and products concentrate more on creating short-term value directly for customers, month for month and year for year, without the intermediary step of creating an intangible asset.

2.2 Objectives of the study

1. To study Human Resource Practices in CMM Level 5 certified Indian IT Companies.
2. To compare selected HR practices of selected IT Companies with the help of Cross-Case Matrix

2.3 Hypothesis of the Study

H1: There is no statistically significant difference among selected IT companies with regard Recruitment and Selection process.

H2: There is no statistically significant difference among selected IT companies with regard Training and Development Strategies.

H3: There is no statistically significant difference among selected IT companies with regard Career Planning Development.

H4: There is no statistically significant difference among selected IT companies with regard Performance Appraisal System

H5: There is no statistically significant difference among selected IT companies with regard Employee Retention Strategies.

2.4 Cross- Case Analysis

As this study is conducted on CMM Level 5 certified Companies and is multi-company research work, the ‘Cross-case Analysis’ method is found more suitable to find the facts (Four CMM Level 5 Companies are taken for the study). In the first stage cases are developed, with the help of the data from interview and secondary data schedule of various companies. Later the cases are analyzed through ‘Cross – Case Analysis’ by developing Cross Case Matrices. Finally the employee opinions are taken to arrive at conclusions and suggestions.

2.5 Sources of Data

The study is mainly based on primary data. The secondary data is used to supplement the primary data. The main source of primary data is collected through Interviewing HR personnel with the help of interview schedules and Collection of data from employees through opinions schedules. The Secondary data is collected through three approaches; A separate secondary data is administered to gather company related data from all four companies, referred journals, magazines, newspapers and text books and Internet is also used to collect secondary data from various websites.

3 ANALYSIS AND IMPLICATION

From the table 3 it is observed that in TCS recruitment is carried out through both internal and external sources. The internal sources are Transfer, Promotions and upgrading and external sources are Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Employee referrals, Walk-in and E-recruitment.

Infosys also gives equal importance for both internal and external sources of recruitment. The internal sources are Transfer, Promotion, Upgrading and external sources are Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Walk-in, and E-recruitment.

Wipro Company also focus on both internal and external sources for recruitment main internal sources are Transfer, Promotion, Upgrading and external sources are Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Employee referrals, Walk-in, E-recruitment.

In HCL Technologies Ltd the internal sources are Transfer, Promotion, Upgrading and external sources are Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Employee referrals, Walk-in, E-recruitment.

Table 3 Cross-Case matrix for Recruitment

Sno	Name of the Company	Method of Recruitment	
		Internal	External
1	TCS	Transfer, Promotion, Upgrading	Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Employee referrals, Walk-in, E-recruitment
2	Infosys	Transfer, Promotion, Upgrading	Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Walk-in, E-recruitment
3	Wipro	Transfer, Promotion, Upgrading	Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Employee referrals, Walk-in, E-recruitment
4	HCL Technologies Ltd	Transfer, Promotion, Upgrading	Press Advertisement, Educational Institutions, Placement agencies, Outsourcing, Employee referrals, Walk-in, E-recruitment

Table 4 provides information relating to selection process and steps involved it. It is inferred that there are common steps in selection process of majority of Indian IT companies. The stages of selection in IT companies are Screening Interview, Application Blank, Selection Test, Selection Interview, Referral Check and Hiring Decision.

Table 4 Cross-Case Matrix for Selection Process

Sno	Name of the Company	Selection Process	Employee Referral Scheme	Reward for Employee referral
1	TCS	Screening Interview, Application Blank, Selection Test, Selection Interview, Referral Check, Hiring Decision	Yes	Yes
2	Infosys	Screening Interview, Application Blank, Selection Test, Selection Interview, Referral Check, Hiring Decision	Yes	Yes
3	Wipro Technologies Ltd	Screening Interview, Application Blank, Selection Test, Selection Interview, Referral Check, Hiring Decision	Yes	Yes
4	HCL Technologies Ltd	Screening Interview, Application Blank, Selection Test, Selection Interview, Referral Check, Hiring Decision	Yes	Yes

The factors that are taken for the analysis are focus of training programs, duration of the training programs, frequency of the training programs, Human Resource Development and T&D Personnel. At TCS both the technical and behaviour training programs are given equal importance. The training programs will be conducted for the employees before he/she joins the company, before every new project and also there will be some training programs based on the requirement of the employees. The programs range from half day to one month, minimum of four working days a year will be provided for every employee after setting an annual training calendar. For the human resource development, the company provides training in the areas of Leadership, communication skills, group behaviour. At TCS there are 80 members of training and development who will be actively working for the enhancement of skills in employees.

Infosys also gives equal importance for both technical and behavioral aspects. The training will be provided before joining the company and before every new project. The training programs will be between one week to two months. In the behavioral training programs the factors that are covered are personality and leadership. There are 50-60 members are working for the development of both technical and social skills of the employees.

Wipro Technologies Ltd focuses both technical and behavioral programs. Company is giving more importance to the technical skills in the training programs. There will be training for every project. The programs range from One day to two months and for the development of human resources, all required behavioral training program would be provided.

HCL Technologies Ltd also gives more weightage to the technical aspects in the training Programs. Along with the initial training programs there will be project-training programs. In the HR development the Behavioral training programs focused more, there are 60-70 employees who are working in training and development activities in the company.

Table 5 Cross-Case Matrix - Training Activities

Sno	Name of the Company	Type of Focus		Duration of the Training	Frequency of the Training	HR Development Programs	T & D Personnel
		Technical	Behaviour				
1	TCS	50	50	Half day to one month (4 days a Year)	Before joining, before every project and need based	Leadership, communication skills, group behaviour	70-80
2	Infosys	50	50	One week to two months	Before every project	Personality and leadership	60-70
3	Wipro Technologies Ltd	60	40	One day to two months	For every project	Behavioral training programs	50-50
4	HCL Technologies Ltd	60	40	One week to one month	Initial and project	Behavioral training programs	60-70

From the table 6 it is inferred that almost all Indian Companies have the common format for training the personnel. The commonly used methods are Computer Based Training, Internet Based Training, Lecture Labs, On-the-job Training, Mentoring, Coaching, and Job Rotation

Table 6 Cross-Case Matrixes – Format for Training Programs

SNO	Name of the Company	Training Programs formats
1	TCS	Computer Based Training, Internet Based Training, Lecture Labs, On-the-job Training, Mentoring, Coaching, Job Rotation.
2	Infosys Technologies Ltd	Computer Based Training, Internet Based Training, Lecture, On-the-job Training, Mentoring, Coaching
3	Wipro Technologies Ltd	Computer Based Training, Internet Based Training, Lecture Labs, On-the-job Training, Mentoring, Coaching, Job rotation
4	HCL Technologies Ltd	Internet Based Training, Lecture Labs, On-the-job Training, Mentoring, Coaching, Job rotation

The results in table 7 depicted the major HR Challenges faced by Indian IT companies for training the personnel are Schedule, Cost, Rapid changes, Trained Trainer, Quality of Content, Certification of Training course, Effective Training Evaluation and Post Training Support.

Table no 7 Cross-Case Matrix for HR Challenges in IT Training

SNO	Name of the Company	HR Training Challenges
1	TCS	Schedule, Cost, Rapid changes, Trained Trainer, Quality of Content, Certification of Training course, Effective Training Evaluation, Post Training Support.
2	Infosys Technologies Ltd	Schedule, Cost, Trained Trainer, Quality of Content, and Certification of Training course, Effective Training Evaluation, Post Training Support.
3	Wipro Technologies Ltd	Schedule, Cost, Rapid changes, Good Infrastructure, Trained Trainer, Quality of Content, Certification of Training course, Effective Training Evaluation, Post Training Support.
4	HCL Technologies Ltd	Cost, Rapid changes, Good Infrastructure, Trained Trainer, Quality of Content, Certification of Training course, Effective Training Evaluation

The information relating to performance appraisal system of Indian IT Companies are presented in the table 8 from this it is inferred that in TCS the appraisal system is very effective they allow for self-appraisal by the employee. The others who appraise the performance of the employee are reporting manager, reviewer and the level boss. In the process of appraisals the company looks in to all the key result areas. There will be annual appraisal reports along with the project appraisals. The communication of reports to the employee will be through their immediate superiors. At TCS the outcomes of performance appraisal reports will be considered in all the future decisions that are related to employee's growth.

The people, who perform performance appraisals at Infosys Technologies Ltd, are the team leaders, project managers and the self. They look at the completion of assigned works. At Infosys Technologies Ltd there will be annual and project appraisals and they will be directly communicated to all the employee the consideration of appraisal reports on future related decisions is maintained by the management without missing.

Wipro Technologies Ltd has got its own methodology in the appraisal system. The managers and project heads will evaluate the performance of all the employees. The technical, behavioral competencies and results will be appraised in performance appraisal. There will be only annual appraisals at this company. The report will be sent to the employees. The communication of the reports will be through down the level – finally to the employee. Company considers all the finding of performance appraisals in the management of Human resource.

At HCL Technologies Ltd the performance will be appraise by project managers and HR managers. In the appraisals systems mainly job completion and group behaviour of the employee will be considered. There will be only annual appraisals at this company. The report will be sent to the poor performers for managing their problem areas. The communication of the reports will be through down the level-finally to the employees. Company considers all the findings of performance appraisals in the future decisions.

Table 8 Cross-Case Matrix for Appraisal System

SNO	Name of the Company	Who Appraise	What is Appraised	Frequency of Appraisals	Communicating the Reports	Consideration of the Report
1	TCS	Self-reporting ,Managers ,reviewer and level boss	Key result areas	Annual cum project appraisal	Through their immediate boss	Yes in all future decisions
2	Infosys Technologies Ltd	Team leader, project managers and self	Completion of assigned work	Annual and project appraisal	Directly through employees	Yes in all future decisions
3	Wipro Technologies Ltd	All related managers and Heads	Technical ,behavioral competencies and results	Yearly	Down the level to the employees	Yes
4	HCL Technologies Ltd	Project manager and HR Managers	Job completion and group behaviour	Every year	Report will be sent to the poor performers	yes

The table no 9 presented information relating to various career development and management strategies adopted by Indian IT Companies for retention of employees. The major focus of career development strategies are succession planning, 1Formal Mentoring, Lateral moves, cross-functional training, formal education and retirement preparation.

Table 9 Cross-Case Matrix for Career Development and Management Strategies in IT Companies

Sno	Name of the Company	Succession Planning	Formal Mentoring	Lateral Moves	Common Career path	Cross Functional Training	Formal Education	Retirement preparation
1	TCS	Very well planned	Yes	Yes	On par with the industry	Based on performance	Yes	No
2	Infosys Technologies Ltd	Very well planned	Yes	Yes	Yes	Need based	Very well planned	No
3	Wipro Technologies Ltd	For all who are good	Yes	No	Yes	Need based	Yes	No
4	HCL Technologies Ltd	Very well planned	Yes	Yes	No	Based on performance	Very well planned	No

The matrix in table no 10 is focused on Employee Retention strategies in IT industry. The problem of employee attrition are handled with the help of Competitive pay benefit, Good working conditions, Advancement and growth opportunities, Work life balance, Challenging work, Autonomy and Succession Planning

Table 10 Cross-Case Matrix for Employee Retention Strategies

S.No	Name of the Company	Retention Strategies
1	TCS	Competitive pay benefit, Good working conditions, Advancement and growth opportunities, Work life balance, Challenging work, Autonomy, Succession Planning.
2	Infosys Technologies Ltd	Competitive pay benefit Advancement and growth opportunities, Work life balance, Challenging work, Autonomy
3	Wipro Technologies Ltd	Competitive pay benefit, Advancement and growth opportunities, Challenging work, Autonomy, Succession Planning.
4	HCL Technologies Ltd	Competitive pay benefit, Good working conditions, Advancement and growth opportunities, Work life balance, Challenging work, Autonomy, Succession Planning.

4 CONCLUSION

Under present market forces and strict competition, the software companies are forced to be competitive, software companies must seek ways to become more efficient, productive flexible and innovative under constant pressure to improve results. The traditional ways of gaining competitive advantage have to be supplemented with organizational capability i.e. the firm ability to manage people. Organizational capability to relate to hiring and retaining competent employees and developing competencies through effective human resource management practices.

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