HUMAN RESOURCE DEVELOPMENT PRACTICES IN IT COMPANIES- ANALYSES

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Abstract
The IT Industry in India has grown phenomenally over the past decade and a half has attracted the attention of the world. Indian IT services have to face the global competition and market demands. The IT Industry is maturing and this is reflected in the volume in terms of large pool of skilled manpower hired by big IT companies. Mind sets need to change dramatically especially among leadership levels to cultivate R&D and entrepreneurial environment. Leveraging skill sets is a must as there is a scarcity of talent. An effective HR management has the power to transform the entire organisation. There is blurring of industrial boundaries altering the competitive land scope. The managers will be forced to deal with cultural and intellectual diversity on an unprecedented scale. They have to work with low level skill sets coming from various academic institutions. It's only with dedicated workforce and committed people any company can compete in business and remain successful. Training and development creates an atmosphere of perfection and emergence of skills among the employees. The performance assessment system and career growth play a dual role in determining the individual efficiency and organisational efficiency.

Key Words: Human Resources, Information Technology.

Introduction
IT Industry is a knowledge driven industry which requires a team of highly skilled professionals for its success. The IT Software and Service Sector continues to be amongst the fastest growing sectors reflecting a phenomenal growth in the Indian economy. Maximum contribution to IT Industry revenue is from the Software side. The Software Industry is not only growing exponentially, it is also moving up the value chain. One of the greatest strengths of Indian IT Industry is the technically qualified talent pool providing competitive advantage. Today, the Indian IT Services and ITES Sector employ 10 lakh knowledge professionals. It has been forecasted that India would need 2.2 million software professionals by the year 2009 to keep pace with the growth of IT Sector. The HRD philosophy considers the HRD function as strategic to the functioning of the organisation. The skilled workforce contributing to the efficiency of the organisation is considered as an investment and the vital role played by HR department is adequately understood in IT companies. The Human Resource Department takes the initiative of implementing quality HR practices to enhance the efficiency of the employees. The software companies need to develop a highly professional and open work culture to meet the aspirations of the young workforce. Knowledge workers value professional freedom, integrity, innovativeness and opportunities to learn. Psychological contract to be built based on mutual expectations. The burgeoning growth of the IT sector is consistently increasing the demand for talent pool to meet the global competition.

Review of the Literature
Charles W. Read, Brian H. Kleiner (1996) - This paper sought to replicate on the importance of training and the importance of learning theory. Ten learning methods were identified to be the best namely videotapes, lectures, one-on-one instruction, role plays, games/simulation, case studies, slides, computer-based training, audiotapes and films. The study also detailed on the factors considered for selecting the training method and the various ways of evaluating the trainees after completing the program.Mark Stam, Eric Molleman (1999) - This article highlighted the role of career development and strategic training policies among IT companies and young IT professionals. The study examined the ability of the IT professionals to integrate the business processes, strategic issues and handling information technology. Organisations were expected to plan both for short and long term, quantitatively and qualitatively for IT professionals by means of strategic training policy and being a part of the learning organisation sharing knowledge.

Abdelgadir N. Abdelhafiz Elbadri (2001) - This comprehensive study was attempted to examine the emphasis given for training activities both internal and external to maintain competitiveness in the market. The study was conducted among 30 Polish companies to determine the training needs, developing programs and assessing outcomes. The results revealed that many companies neglected to assess training needs and evaluate outcome properly, providing for suggestions and improvements. Shawn Kent (2001) - This article examined the values of Mentor system prevailing in the organisations. The employees who became more productive, derived greater career satisfaction and enjoyed accelerated career growth were identified. Mentoring was considered to be a mutually advantageous way to both attract and retain employees. Mentoring

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programs were inexpensive, to inspire future leaders, improve management and staff relationship and prepare people to succeed an aging workforce. Mentors could provide just in time, development to those employees aspiring to grow. Susan Geertshuis, Mary Holmes, Harry Geertshuis, David Clancy, Amanda Bristol (2002) - This paper supported the earlier work to implement good practices in training and its evaluation. The learning process is influenced by multiplicity of factors based on perceptions about learning and performance outcomes. Organisations were expected to implement cost effective evaluation methods acknowledging the status of the learner. The study also examined the evaluation methodologies and the role played by the trainers in improving learning process. S.A. Mufeed, Rafai Syed Nasreen (2003) - This paper attempted to ascertain the perceptions of both managerial and non managerial staff towards the existing Training and Development programme in leading J&K Tourism Development Corporation. The objectives included identification of Training and Development needs, evaluating the perception of Training and development as perceived by the employees, to study the factors responsible for non effectiveness of Training and Development system and to formulate broad guidelines and suggestions for improvement. The survey result showed that both managerial and non managerial staff training and development programme should have an important role to accomplish organisational objectives and effectiveness. Punam Sahgal and Roopashree Shankar (2003) - The study was undertaken to gain deeper insight into critical areas related to the training and development function and the evolving role of training professionals. It was identified that the organisations rely on external training providers for a variety of services while the practice in most companies is to seek support from training vendors for design and delivery of training. The market for soft skills and IT training has outpaced the demand for functional training.

Objectives of the Study
- To study the HRD practices implemented in the IT Companies and to understand the HRD philosophy.
- To analyze the effectiveness of HRD Needs and HRD Practices in IT Companies.
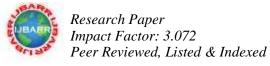
Methodology of the Study
The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data. The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. Totally 1000 Questionnaires were distributed and 619 collected out of which 540 completed questionnaires were found usable. The multi stage random sampling method is applied to collect the primary data. The multi stage sampling method is justified to collect the samples from the Software companies. The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

Discussions and Results: Hrd Practices in IT Companies
HRD is a continuous process to ensure the development of employees' competencies, dynamism, motivation and effectiveness in a systematic and planned way. HRD aims at preparing people for performing roles/jobs/tasks/functions which they may be required to perform in the future as they go up the organisation hierarchy. The potential of the employees is properly developed through effective HRD practices. The IT companies following strategic human resource development practices are sure to earn more revenues leveraging their dedicated workforce. The role of HR Department has become crucial as it has to perform the function of building, linking and bonding the human resources to the organisation . Strategic practices are to be adapted to manage the workforce in such a way that the employees remain motivated. The HR professionals are in great demand with the increase in number of IT companies.

The vital HRD Practice that is being taken utmost care in IT companies is Training and Development Practices. These activities describe the sequence of activities enhancing the competence of individuals. All IT companies concentrate on the development and fine tuning of their employees skill sets to keep pace with the changes taking place in the market and to remain competitive. The companies formulate a separate unit named Corporate University taking care of the total concept of Training and Development in the organisation. They create yearly Training Schedules/Training Calendars which are followed strictly based on Time Table. Organisations are increasingly focusing on learning and development initiatives. An average training budget of 6-8% of the total employee costs an increase of 2-4% points over the previous year that was recorded by Nasscom Hewitt study 2004.

The new recruits as well as the existing employees are provided with training as required depending on the need. Basically Technical and Behavioural Training Courses are conducted to improve performance of employees in terms of business to the company. The organisation needs to establish the importance of competency development and performance enhancement. These are possible in any organisation through the process of identifying training needs. Performance gaps help in this process. Measuring training effectiveness and valuing training budget are of no use if training needs are not correctly

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identified. This is possible only through a thorough understanding of the entire gamut of orgnisational needs. In most of the organisations, the necessity of training is understood but not sufficiently provided. It is observed that power of technology shifts can be harnessed only through training; otherwise it will have an adverse effect. It is not only for filling competency gaps but also for enhancing competency strengths, training play a vital role. There are different types of Training programs organised by the IT Companies which are explained as under:

Types of Training Programs
a) Induction Training
Foundation training is offered to the new entrants and advanced technology training to existing employees. The focus of the Induction programmes is Organisation Socialisation, imparting the new entrant enough information about the business, people, organisational values, practices to make him feel comfortable. It is mainly to get rid of the fear of the unknown. It has been proved that a well designed orientation programme can improve the employee retention by 25%. The corporate universities help the organisation to remain learning centres. Companies are going in for both In-House and External Training making it convenient for the trainees to make best use of the opportunity. Most of the companies have Induction Training for introducing the new comer to get familiarise with the organisation. The number of days spent for induction training varies from 1 day to 3 months depending on the policy of the company under consideration. Infosys trains its new comers for a period of three and a half months in software basics as well as project and organisation specific skills.

Buddy/Mentor
Some of top level companies follow either Buddy or Mentor Sytem to make the freshers adjust to the organisation environment faster. Buddy acts as a colleague, friend, guide facilitating employee in smooth socialising and bonding. The buddy is expected to help the new entrant understand the functioning of the organisation and feel comfortable. Transition of the employee becomes easier with buddy system in existence. A mentor is an experienced person, who helps a less experienced person to achieve career goals. He helps a new entrant to learn the ropes in the organisation. The process of a senior performer coaching a junior one is known as Mentoring.

b) Non Induction Training
Non-Induction Training is given to the existing employees to update their knowledge and imbibe current trends existing in the market place to maintain competitive space. All companies allot a certain percentage of their income for Training budget, and as per International Standards, an employee should receive a minimum of 40 hours training per year. The activities relating to pre, during and post training are well planned and organised so that quality of execution is maintained.

The trainers are either from the organisation itself or external trainers are hired for doing the transition job. The quality of the trainer matters much in the delivery of quality training course. Hence utmost care is taken to select the faculties for the organisations' training courses. The course content is well planned and up to the mark to validate the performance of the present job. The feedback of the employees after the training courses is recorded for identifying the changes that are required to be made as well as to find out the participant's understanding of the course. The trainees are to be given chances to implement changes after going back to their work to see what they have learnt. Development takes place automatically only if the training programs are conducted successfully as it is the outcome of the training process.

Analysis of HRD Practices in ITCompanies
The HRD Practices in IT Industry has its effectiveness over three stages. The HRD Practices actually emerge out of HRD Objectives and HRD Needs. It promotes individual efficiency among employees and also increases the efficiency of the organisation. This section is dedicated to the analyse the HRD in the context of its Objectives, Needs and Practices.

The overall view about Objectives of HRD
The respondents are requested to express their opinion about ten statements regarding Objectives of HRD in their organisation. These statements comprise strengthening employee retention, superior subordinate relationship and team spirit among different teams. They have also expressed their opinion about developing individual capabilities, high motivational level, potential, and overall health. Besides these, they have been asked to respond to the promotional activities of inter team collaboration, climate and organisation development. They have responded in Likert's 5 point scale ranging from Strongly Agree to Strongly Disagree. Z test is appropriately applied on these ten variables of objectives of HRD in the organisations with test value 3 and the following results are obtained.

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Table 1.1: Opinion of Employees about Objectives of HRD

Variables	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Objectives2.1	4.0204	.78574	.03381	30.177	.000
Objectives2.2	3.9259	.80702	.03473	26.662	.000
Objectives2.3	3.9852	.84612	.03641	27.057	.000
Objectives2.4	3.9037	.83410	.03589	25.177	.000
Objectives2.5	3.7519	.88352	.03802	19.775	.000
Objectives2.6	3.8093	.91712	.03947	20.505	.000
Objectives2.7	3.8741	.87369	.03760	23.248	.000
Objectives2.8	3.7944	.86166	.03708	21.425	.000
Objectives2.9	3.7722	.85821	.03693	20.910	.000
Objectives2.10	3.7889	.83292	.03584	22.009	.000

From the above table, it is found that the parametric mean values are greater than 3. It is microscopically observed that the mean values are ranging from 3.75 to 4.02. The application of Z test for the test value 3 is clearly displayed in the table.

The Z test revealed that all the test values are significantly greater than 3. This implies that the respondents have agreed with all the ten statements of Objectives of HRD. So it is concluded that the employees in the Software companies sincerely believe that the HRD in their organisation is aimed at strengthening employee retention. They have also agreed, the emergence of conducive HRD practices formidably built the interpersonal relationship and team spirit among the employees. The employees in the Software organisations have a vital reflection of HRD practices in the form of development of individual capabilities and motivational aspects. They individually realise their potentiality that has been accelerated to achieve the foremost goals with adventurous capabilities. In the midst of the employees, there is a powerful opinion that the main objective of HRD is to promote healthy atmosphere at workplace and successful collaborative approaches among the teams.

The overall view about emergence of HRD Needs in IT Industry
The respondents are asked to give their opinion about fifteen statements relating to emergence of HRD needs in their organisation. The statements include motivating people to do new products and services, increased competition and retention, globalisation, liberalisation, privatisation and higher quality services. In addition to these, they have been asked to express their views on reduced turn around time, deploying skilled labour, retaining people on older technology, increasing attrition rate, changing perception of employees. Their opinion about Human capital as that of material, money, maintaining employee skill data base, mergers and acquisitions, changing demographics of workforce, increased working hours, increased commuting distance because of office location are also obtained. Z test is appropriately applied on these fifteen variables of emergence of HRD needs in the organisations with test value 3 and the following results are derived.

Table 1.2: Opinion of Employees about HRD Needs

Variables	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Need3.1	3.9778	.84376	.03631	26.929	.000
Need3.2	3.9667	.77220	.03323	29.090	.000
Need3.3	3.9315	.84676	.03644	25.563	.000
Need3.4	4.0167	.82499	.03550	28.637	.000
Need3.5	3.8167	1.90442	.08195	9.965	.000
Need3.6	3.9481	.88959	.03828	24.768	.000
Need3.7	3.6944	.97519	.04197	16.548	.000
Need3.8	3.7426	.91293	.03929	18.902	.000
Need3.9	3.7722	.80695	.03473	22.238	.000
Need3.10	3.7556	.84156	.03622	20.863	.000
Need3.11	3.8148	.83018	.03573	22.808	.000

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Need3.12	3.7741	.83792	.03606	21.467	.000
Need3.13	3.7889	.83957	.03613	21.835	.000
Need3.14	3.6722	1.01472	.04367	15.394	.000
Need3.15	3.5111	1.01832	.04382	11.663	.000

In the above table, the parametric mean values are greater than 3. It is keenly observed that the mean values are ranging from 3.51 to 4.01 . The application of Z test for the test value 3 is clearly shown in the table. Z test revealed that all the test values are significantly greater than 3. This shows that the respondents have agreed with all the fifteen statements relating to emergence of HRD needs.

The employees in the IT companies strongly believe that the emergence of HRD needs in their organisation focused on motivating people to do new products and services to remain competitive. The employees have agreed that the greater emphasis is on the assessment of their own performance and the tools to measure inward potentiality for the accomplishment of organisational goals. They felt that the organisation is meticulous enough in practicing HRD for the augmentation of personal career through proper training and development program.
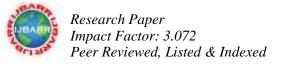
The overall view about Practices needed for HRD
The employees responding are requested to express their view about twenty practices needed for HRD in their organisation. These practices comprises performance assessment, potential appraisal, career planning and development, training and development, job rotation, rewards and recognition, welfare of employees and quality of work life balance, organisational development, and quality circles. The respondents are also asked to express their opinion about staff meetings, current competency mapping, succession planning, fun at work, communication, stress management, employee participation in management, organisation climate and culture, human resource information system and counseling. Z test is systematically applied on these twenty practices needed for HRD in the organisations with test value 3 and the results are as follows:

Table 1.3: Opinion of Employees about HRD Practices

Variables	Mean	Std. Dev.	Std. Err Mean	Z	Sig
Practices4.1	4.2093	.74275	.03196	37.833	.000
Practices4.2	4.1111	.76730	.03302	33.650	.000
Practices4.3	4.1259	.75524	.03250	34.644	.000
Practices4.4	4.1352	.72477	.03119	36.397	.000
Practices4.5	3.8630	.86346	.03716	23.225	.000
Practices4.6	4.1315	.82815	.03564	31.749	.000
Practices4.7	4.1833	.78819	.03392	34.888	.000
Practices4.8	4.0593	.81053	.03488	30.369	.000
Practices4.9	3.8889	.79345	.03414	26.033	.000
Practices4.10	3.8630	.80104	.03447	25.034	.000
Practices4.11	3.8981	.79118	.03405	26.380	.000
Practices4.12	3.9519	.81583	.03511	27.112	.000
Practices4.13	4.0611	.77649	.03341	31.756	.000
Practices4.14	4.1185	.76619	.03297	33.924	.000
Practices4.15	3.9741	.84585	.03640	26.760	.000
Practices4.16	3.9222	.83825	.03607	25.566	.000
Practices4.17	3.9815	.78697	.03387	28.981	.000
Practices4.18	4.0148	.76311	.03284	30.903	.000
Practices4.19	4.0000	.77531	.03336	29.972	.000
Practices4.20	3.9444	.84442	.03634	25.990	.000

The table depicts that the parametric mean values are greater than 3. It is clearly observed that the mean values are ranging from 3.86 to 4.20. The use of Z test for the test value 3 is also shown in the table. The Z test revealed that all the test values are significantly greater than 3. It is inferred that the respondents have agreed with all the twenty practices needed for HRD. So, it is concluded that the employees have greater belief that the practices needed for HRD in their organisation are aimed at achieving strong HRD practices like performance assessment, potential appraisal, career planning and development, training

and development, job rotation.The rewards and recognition provided to the employees on the basis of their competencies add value to the individuals.

Organisational development is made possible through proper competency mapping and succession planning. Fun at work has become a part of all IT companies to reduce stress and to motivate employees on the job. By providing opportunity to the employees to participate in the management, cordial relationship is cultivated between employees and employers, transforming it to a well adaptable culture and climate in the organisation. The employees are provided with updated information through Human Resource Information System to keep them abreast of current facts. The organisation works out vibrant counseling within the organisation to improve work life balance.

Findings of the Study
In The Case of Objectives of HRD, it is found that strengthening of employee retention is considered as important among Software companies. The HRD objectives in these organisations are bent upon developing individual and organisational capabilities through developing suitable climate and inter-personal relationship. As far as HRD needs are concerned, it is derived that the employees are expected to be creative and innovative to think ahead and keep pace with competition. The changing organisation structure, with increasing mergers and acquisitions, target employees to grow further. The application of appropriate evaluation tools directs the workforce to perform better and excel in career moves.

The employees of IT companies' reflections relate to the HRD practices needed to improve efficiency and effectiveness of the organisation as a whole. There are various HRD practices adopted like assessment methods, career planning, compensation, training and development and job rotation adding impetus to the human resource as a major factor. The related issues are also taken care of by the Human Resources department to tap the inherent potential of the employees providing scope for faster development. Induction training program conducted to inculcate the knowledge about the organisation among the new entrants is vital for bringing about the rapport between the company and the employee. Organisations which are able to provide effective induction through proper communication clarify various doubts in the minds of the new employees. The employer-employee bondage can be strengthened through this.

IT companies are taking much care in organising the training program as it determines their returns in the form of output. The greater the emphasis given by the employer for training their employees, the gap between the expected skill sets and the available skill sets gets narrowed down. It also enhances the process of socialising and networking process. The high tech companies conduct non induction training in addition to the induction training program to fine tune the talents. Recent trends in technology and domain knowledge are made available to the employees through this training. This directs them to fix and adhere to time schedules leading to faster growth rate in their line of work.

In the IT organisations, importance is given for the quality and effectiveness of the training programs conducted rather than the quantity in terms of numbers. The organisation retains its competitive space having a strong training unit adopting recent techniques of inheriting knowledge to improve performance. The various activities relating to the pre, during and post training activities are analysed using the perception of the employees. It depicts that the training has its reflection on the quality of work and timely delivery taking care of the customers' requirements. The mission of the organisation is achieved through this function.

The benefits of training accrue to the employees, employers and the customers. Training is a continuous process based on pre-defined time table providing opportunity for identifying strengths and overcoming weaknesses. The scope of the employees widens with the training acquired lifting the employer's stand as well.The application of paired Z test reveals that the employees view the set of pre, during and post training activities to give same level of benefits based on the different activities performed at different levels. The training courses offer better learning experience, which can be implemented by the employees in their work situation.

There are numerous benefits of training available to the employees, employers and customers. The employees are gaining more out of the training courses as compared to the employer and the customer. The benefits reaped are used for the promotion of the company and the development of the employees themselves. The percentage analysis depicts that most of the employees working for IT companies are given Induction training for 3 months. They are also provided with non-induction training program depending on the requirements, some of which are on the job, some through job rotation and others through training courses. Maximum number of the respondents have attended less than or equal to five non-induction training programs many of which are attended internally in the company.

The Software Companies provide training programs in-house or externally and the employees prefer to attend in-house training. The self-initiated employees improve themselves by attending training courses out of their own interest. HRD needs in IT industry have emerged in the form of two factors – Innovative Competition and Organisational Dynamics, but in practice they materialise the HRD practices through Transformational Practices, Employee Upgradation and Policy Enforcement.

On the basis of HRD objectives the employees are clubbed into three clusters represented by Strong Cluster, Moderate Cluster and Weak Cluster. The frequencies extracted depict three groups relating to HRD needs named Requirement Oriented Cluster, Sufficient Cluster and Perfect Cluster. The cluster analysis resulted in three bunches of employees based on their perceptions with respect to HRD practices categorised as Culminated Cluster, Welfare Oriented Cluster and Learning Cluster. The inevitable role played by the Training programs in IT companies is clearly identified. On the basis of HRD needs, the employee groups are used to project the relationship with the various elements of training. The numerous training factors are used to ascertain the nature of relationship. The explanatory variables are determined under the stepwise method of multi variate discriminant analysis.

The Software companies are able to improve the effectiveness of training programs through organisational care leading to employee commitment and retention strengthening HRD practices. The training policies are updated and improved according to the requirements of the market condition. This fosters the benefits of training reaped by the stakeholders. The training programs organised in the IT companies hone the skills of the employees making them a part of the learning organisation is established by the discriminant function.
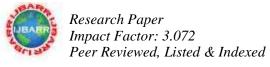
The tremendous impact of the induction and non-induction training programs are reflected in the timely delivery of projects retaining competitive edge. The benefits derived out of training are identified in the different dimensions of competencies exhibited by the trainees. The superior paves way for the growth of the juniors through appropriate guidance and open communication.

Suggestions of The Study
1. **The emergence of HRD needs accelerates the innovative capabilities of the employees in the form of new products and services, which could increase the competitive space providing for policies to augment career through training practices.**
2. Since the objectives of HRD in IT industry aims at strengthening employee retention, separate programs may be conducted among the employees to motivate them to develop their potentiality more by realising their strength and responsibility.
3. The HRD practices encompass the various developmental activities like performance assessment, potential appraisal, training and development, job rotation, and career planning. They should also incorporate the new mechanisms like stress management, fun at work, touch points, competency mapping and retention strategies.
4. The study has ascertained a significant effectiveness of Induction Training Program in IT Industry. So, the top level management in IT Companies may take measures to implement an intensified Training Program in their organisation.
5. The HRD Needs in the IT Industry emerged in the form of Innovative Competition and Organisational Dynamics. So, the IT Companies must adopt technological developments and upgradation of analytical abilities to meet the wide competition and to increase organisational efficiency.
6. The IT employees should be educated to the Transformational Practices and equipping themselves for the present organisational environment. They must be ready enough to imbibe the qualities to materialise the policy enforcement of their organisations.
7. The learning programs in IT Industry is an indispensable tool to upgrade the employees. So, the IT Companies may invest more funds on arranging the learning programs both theoretically and practically.
8. It is observed from the sequential analysis in the study that the Induction Training Program in IT Companies is to identify the non performers and to give rigorous training program for their improvement. So, the top level management may adopt a flexible operation to identify the non performers without affecting their morale.
9. It can be suggested that with assured expansion of the IT market, the job opportunities are sure to boost up, which could be sustained only by developing skill sets making the workforce employable and trainable, and guiding the market with excellence through quality, the Indian way.

Conclusion
Most of the IT companies have identified the crucial role played by the factor human resource, which is the key differentiator amongst competitors. It is by developing multi-skilled workforce and motivating them through training and learning process

they can retain their market share. The IT companies need to adopt unique strategies like Employee Stock Option Plan to retain Employees. They have to create a culture of respect for human values cultivating competence and career development. It is through proper review and counseling identification of best performers becomes easier. The best talents are to be recognised and rewarded to sustain morale among the employees. Corporate can strengthen their administration by focusing on corporate governance, taking up social responsibility, providing an open system, employee welfare benefits, enhancing people's capacity, to retain best talent and remain an Employer of Choice. The respondents' personal and organisational factors are expressed using percentage analysis to understand the profile of employees who have given their responses. The opinion of employees relating to the HRD Objectives, Needs and Practices are also analysed in this chapter applying various statistical tools.

The Human Resource is considered as the most significant resource activating all other resources in Software Companies which are knowledge driven.

Scope for Further Research
The HRD subsystems can be evaluated and studied in detail individually like Training and Development, Performance Management and Career Growth. The retention policies followed by software companies can be researched to arrive at models and techniques. The role of effective HR department managing the various practices is to be detailed separately. The recruitment process has to be analysed step by step by critically examining the stages such as pre, during and post. The factors contributing to the organisation to remain as employer of choice can be analyzed. The study can be extended to the related business ITES and BPO.

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