



HRD AND CAREER DEVELOPMENT STRATEGIES AND THEIR INFLUENCE ON PRODUCTIVITY OF EMPLOYEE: A STUDY OF IT SECTOR IN KARNATAKA

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Abstract

Productivity refers to the quantity of outputs obtained from a given level of inputs, which is influenced by the variety of skills, characteristics and attitudes, including formal training and qualifications, motivation level, initiative, team skills, attention to detail, judgment, multi-task abilities, communication skills and general attitudes. Several measures can be taken to increase employee productivity, among them are the HRD practices like, provision of adequate breaks for the employees to recuperate and get more focused on the job, review of employee needs on a regular basis, profit sharing, effective rewards and recognition, a good work environment and employee career development strategies.

The main purpose of this study was to determine how HRD practices and career development strategies have influenced productivity levels among the employees of IT firms. Primary data as well as secondary data provided for the basis of the study. Primary data was collected from the employees working in the IT Firms, by administering a questionnaire, while using discussion & interview method. The major finding of the study was that the career growth strategies and HRD practices have influenced the employee productivity in the organizations.

Keywords: HRD, Career Development, Training, Skills.

Introduction

Employees in an organization have always been key assets as they drive the company to its performance thereby gaining competitive advantage. Their departure could have significant effects on the implementation of the organization's strategic goals and objectives and may eventually cause a decline in productivity.

Career development has close links with the development of human resource. Where the career development leads to improvement and personal improvement afforded by individuals and organizations to choose a destination and a career path to achieve that goal. Career development is not only referring to regulation, but also on the ability of individuals and organizations ability to develop a career of employees.

The effective performance of an organization depends not just on the available resources, but also on the quality and competence as required by the organization from time to time. The efficiency of the production process and various areas of management depend, to a large extent, on the level of human resource development and career development.

Most employees today are looking for a career which is more than just a job with the usual fringe benefits. This therefore poses the following research questions – why are employees complaining despite the fact that the work environment is so conducive? How is management able to appreciate the necessity to understand human resources development? To what extent does management show interest in the career development of its employees? In view of these questions, purpose of this study was to determine how HRD practices and career development strategies have influenced productivity levels among the employees of IT firms.

Literature Review

Bansal Manish and Kaur Sukhbir (2008) focused HRD in their article "HRD in Banking: Emerging issues, challenges and Opportunities". HRD is one of such force about which the banks have to think positively otherwise they will be out of competition. There are various challenges related to HRD in banking such as increased competition, low entry barriers for new players, change in job contents as banks reorganize their operations with the help of IT e.g. Virtual or techno banking etc. HRD opportunities in banking are modernization and computerization of banking. They concluded that the continuous quest for skill upgrading at all levels development of vision and mission and commitment are some of the things required in the banking industry. The same principle applies to any collective human activity such as farming, industry and business. The researcher has examined the issues relating to human resource management of selected industries in North Maharashtra in her work.

Poornima S.C. (2009) Conducted a research on motivating through satisfaction: An Ongoing Effort of HR in Organizations of service sector on the IT and ITES (Information Technology Enabled Services) in Bangalore. She used information sheet to



acquire data relating to the components in the compensation package worked out in the IT and ITES sector. The compensation components were grouped into eight categories. Compensation and non-compensation components are important for motivating the workforce. It suggests that human practices of the organization should be more mature, favorably not only to the organization but also to the employee. Human resources management practices should be fulfil the need of the organization, employees and the market.

Bonnie Hagemann (2008) reveals that in December of 2007, SHRM joined with WSJ.com/Careers and conducted a survey focusing on Employee Skills. They surveyed 407 human resource professionals and 334 employees in order to measure how effective current retention strategies were seen through their eyes. It is important for employers to understand and have a complete grasp of the skills and competencies their employees lack and then design and implement a strategy of providing skills training and professional career development programs. In an executive summary report on the 2007 SHRM Symposium on the Workforce Readiness, it was stated that;“Employers have not clearly stated the skills and capabilities they desire, and the Educational system is not producing the quantity and quality of graduates needed.” Companies can determine skill gaps through informal observation through management and formal performance evaluations. By offering career development programs, companies can provide a quick solution to the skills shortage.

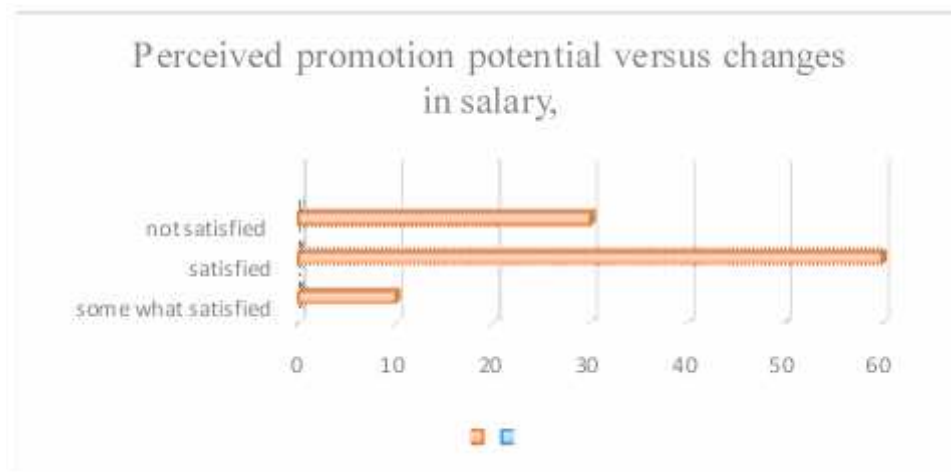
Peris C. Saina and Alice Chemeli Tuei (2015) the relationship between the organization and its employees is influenced by what motivates them to work, the rewards and fulfillment they derive from the organization. The objective of the study was to determine the effect of training and career development on employee performance, a study of Kenya Commercial Bank. The study was conducted in 6 KCB branches in the North Rift region. The study adopted a case study research design approach. Census technique was used to collect data from 6 branches of Kenya Commercial Bank in the North Rift Region. The findings of the study indicate that indeed trainings and career development has an impact on their performance. Using regression analysis, it was observed that trainings and career development contributed to 55.29% of employee performance while the rest contributed to 44.71%. The study, therefore concluded that trainings and career development highly influence employee performance and thus recommends that KCB and any other financial institution should focus more on trainings and career development in enhancing their employee performance and reduce the employee turnover.

Methodology

In this section the methodology followed by the researcher for the subsequent section is presented. With a view to achieving the objectives set for the study, the researcher has used the combination of exploratory and descriptive research. The data used in this chapter are obtained from primary sources. The data (required for this chapter) are obtained by administering questionnaire to selected employees. The study was conducted for the executive level staff of 100 employees of IT firms of Karnataka. The researcher based on his convenience and judgment has chosen simple random sampling method. For collecting the data Interview method has been used.

Analysis and Finding

4.1 This study sought to determine the influence of HRD practices and career development strategies on productivity levels among IT employees

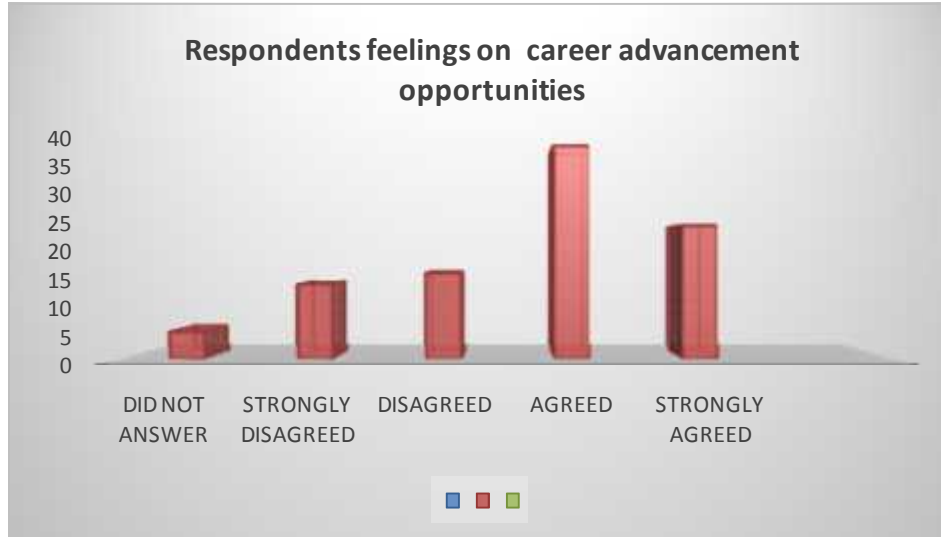


Sources data collected



When asked about their perceived promotion potential versus changes in salary the employees in the IT firms said that (10%) of the total respondents, were somehow satisfied with their potentials, (60%) were satisfied, while (30%) of the total number of respondents were not satisfied at all with the perceived promotion potential.

4.2 When asked about their feelings on whether there were career advancement opportunities in the organization



Sources data collected

Form the above graph the respondent of the study said that the career advancement opportunities in the organization were high i.e. 65 % and some respondents were not happy with the opportunities i.e. 30 % and 5% of them did not answer the response.

4.3 Does your organization identify the potential of the employee?



From the above table, we can interpret that majority of 84% of responses agrees with that top management of the organization tries to recognize and use the capability of the employee & 10% responses strongly agrees with that.

4.4 Career Training and Development Sessions



Sources data collected

In response to the question as to whether training and development activities undertaken helped the respondents improve in their job performance, a majority of them, (45 %) agreed and (38%) strongly agreed with the statement on the issue. Training also guaranteed good returns to the firms. Less than 8% were contrary to the opinion.

Correlation Analysis

Correlation analysis is to find out whether Career development strategies and employee productivity .

Career development strategies	No of respondents	Employee productivity	No .of respondents
Highly agree	67	Highly agree	52
Agree	33	Agree	48
Disagree	00	Disagree	00
Highly disagree	00	Highly disagree	00

=0.924

Interpretation

From the above obtained value it is found that career development strategies significantly improves the employee productivity

Conclusion

The purpose of the study was to investigate the relationship between HRD practices and career development opportunities towards the productivity in IT firms. Review of literature provided a strong evidence of the relationship between the study variables. Empirical review showed that in order for organizations to do a better for employee career they should understand the HRD and career development strategies.

The study found that HRD and career development opportunities significantly affect employee productivity. Therefore, organization should strongly implement the HRD policies and career development opportunities for the employees' development.

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