A STUDY OF PEOPLE DEVELOPMENT INITIATIVES: THE HR’S VALUE PROPOSITION IN I.T. COMPANIES OF PUNE, MAHARASHTRA

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ABSTRACT:
The Hi tech software/IT companies depend solely on their most differentiating resource - the human resource. Presently facing the challenge of high attrition and skill shortage, the Indian IT-BPM industry is trying to introduce innovative people development initiatives as its value proposition.

Developing the new-in-the-role managers needs clear HR strategy in any organization as managers need to demonstrate distinct capabilities regarding transition, position and development which may pose many challenges. Research shows that greatest impact on leader’s performance (57.9%) comes from capabilities like people management skills; team building and developing direct reports. Introduction of such people development initiatives is aimed to achieve two objectives. First, the growing industry is facing talent shortage and feels a need to retain and develop talent. Second, is the pressure to leverage maximum of the human resources to remain competitive.

How are these IT companies trying to motivate and engage their employees to ensure performance from them for both individual and organizational success? The synergistic need for achieving success through optimizing human capital brings focus on development of individual employee as employee development is seen as the means to the desired end. An attempt is made by the researcher to know the HR facets highlighted by the ‘Directors report’ section of the annual report and enlist the range of people development practices/ talent management initiatives prevalent in Indian IT Industry. The ‘Management Discussion’ reveals that companies are racing to introduce innovative HR practices to attract, develop and involve their talent. The content analysis also facilitated the understanding of material impact of these initiatives on their human resources.

KEY WORDS: IT Company, People Development, talent management, talent development and talent engagement

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