

AN ANALYSIS OF HUMAN RESOURCE POLICIES ACROSS LEADING IT ORGANISATION

Jayarubini.Sj¹, Dr. P. Brindha²

¹II MBA Student, School of Management Studies

Vels Institute of Science, Technology and Advanced Studies (VISTAS), Chennai – 600 117

²Assistant Professor, School of Management Studies

Vels Institute of Science, Technology and Advanced Studies (VISTAS), Chennai – 600 117

DOI: <https://www.doi.org/10.58257/IJPREMS53429>

ABSTRACT

Human Resource Management (HRM) has been developed as a key activity for Information Technology (IT) organizations due to fast technological changes, globalization, and evolving worker demands. This current study seeks to examine and compare the HR policies of prominent IT organizations namely Infosys, Accenture, Tata Consultancy Services (TCS), Amazon, HCL Technologies, and Tech Mahindra. In this regard, the major activities related to Human Resources such as recruitment and selection, training and development, compensation, performance evaluation, employee engagement, work-life balance, and diversity will be considered. The study takes a descriptive and analytical approach and is based solely on secondary data sources consisting of company annual reports, website, journal articles, research papers, and other publications. Comparative analysis has shown that selected IT companies adopt HR practices centered on their workers aimed at improving employees' satisfaction, increasing organizational efficiency, and retaining talented employees. Moreover, continuous learning, flexibility, digital HRM practices, employee well being measures, and diversity management are vital for effective organizations. The findings prove that strategic HR policies have contribute to employee motivation, organizational commitment, innovation & long term business sustainability.

Keywords: Human Resource Management, HR Policies, IT Industry, Employee Engagement, Training and Development, Work-Life Balance, Organizational Effectiveness.

1. INTRODUCTION

Efficient Human Resource Management (HRM) is crucial in ensuring organizational effectiveness, productivity, and sustainability in the present-day corporate environment. In the case of the IT industry, the staff members represent intellectual property, and HR practices have become vital in managing talent, creativity, and productivity in such companies. With rapid technological progress, the development of technology, globalization, and new staff requirements, HR practices in the IT industry have been undergoing substantial changes.

The IT sector is among the quickest growing industries worldwide and plays a major role in economic growth, creation of employment opportunities, innovations, and digitalization. The top IT companies always update their HR policies in order to recruit competent personnel, develop the competencies of employees, retain talent, and stay ahead of competition.

HR practices in the IT industry include employee engagement, flexibility culture, leadership development, diversity and inclusion, employee well-being, and performance management. Infosys, Accenture, Tata Consultancy Services (TCS), Amazon, HCL Technologies, and Tech Mahindra are some examples of firms that have implemented new approaches within their HR departments for increasing the efficiency of their employees. The focus of these organizations is on continuous learning, competency building, reward, and balancing work and life.

This current research project is about examining and comparing HR practices adopted by selected prominent IT companies. This research project seeks to find commonalities, differences, and most effective HR practices that result in employee satisfaction and organizational success.

2. REVIEW OF LITERATURE

According to Edgar H. Schein (2004), an expert in organizational culture and leadership, effective human resource policies along with favorable organizational culture contribute greatly towards making employees more committed, performing better, and making organizations more effective. The study pointed out that both leadership and HR policies contribute greatly to organizational success.

According to Paul Sparrow and Cary L. Cooper (2014), strategic HRM practices have a positive effect on employee engagement and productivity, which, in turn, improves organizational performance.

According to Bård Kuvaas et al. (2016), employee motivation, supportive HR-practices, and performance management have a major impact on employee-satisfaction and organizational commitment. The importance of effective Hr management is stressed as it enhances organizational productivity.

According to Susan Zeidan & Noura Itani (2020), HR analytics is an important tool to enhance organizational effectiveness with evidence-based decision-making and strategic workforce management. This study showed that effective HR analytics contributes to better performance of employees, workforce planning, and business competitiveness.

According to Steve Lambert (2021), organizational learning and work-related management practices help develop skills of employees, improve their performance at work, and lead to organizational growth.

According to Mamta Gaur & Shivam Tomar (2020), in the article titled “HR Analytics in Business: Role, Opportunities and Challenges of using It,” HR analytics assist organizations in making informed decisions using workforce data analysis. HR analytics not only enhance the organizational performance, strategic decisions, and workforce planning but also provide insight into challenges such as lack of analytical skills.

In their study, Stefan Roth, Thomas Robert, and Lenard Strauss (2014) examined the role of behaviors within organizational decision-making and stressed the impact of managerial and employee decisions on organizational effectiveness and business performance.

It is evident from the literature review that human resource policies, employee engagement programs, human resource analytics, organizational learning, and strategic workforce management are critical determinants of organizational productivity, employee satisfaction, and sustainability of businesses. Nevertheless, a lack of comparative research exists on human resource policies adopted by leading IT firms, and thus, justifies the current research.

3. OBJECTIVES OF THE STUDY

Primary Objective

- To study the Human Resource policies being followed by the most prominent IT firms.

3.2 Secondary Objectives

- To compare the Human Resource policies among the chosen IT firms.
- To assess the recruitment and selection policies adopted by top IT companies.
- To analyze the training and development programs of employees.
- To understand the employee engagement and retention policies.

4. RESEARCH METHODOLOGY

In the current study, descriptive and analytical research methodology will be used to understand and compare the Human Resource policies adopted by some of the-selected leading companies in the IT sector. All the data used in the current study will be gathered using secondary data sources, including annual reports, company websites, HR policy documents, journals, books, research articles, and online sources. Purposive sampling method will be applied in selecting companies based on reputation in the market, global spread, size of labor force, innovation, and HR policy.

The organizations that have been selected for the study are Infosys, Accenture, Amazon, TCS, HCL Technologies, and Tech Mahindra.

The collected data is analyzed and assessed based on important human resource management policies related to recruitment and selection, training and development, compensation and benefits, performance assessment, employee engagement, work-life balance, and diversity and inclusion.

4.1 Methods employed in Analyzing the data

- Comparative Analysis
- Interpretative Analysis
- Tabular Presentation
- Percentage and Rating Analysis
- Graphical Representation

5. ANALYSIS AND INTERPRETATION

Analysis of the HR policy of selected leading IT companies shows that contemporary HRM is becoming more and more employee-centered and technology-oriented. 5.1 Recruitment and Selection Policies.

5.1 Recruitment & selection practices

Table 1 Recruitment and Selection Practices of Selected IT Organizations

IT Organizations	Recruitment practices	Ratings
AMAZON	Leadership-Oriented and Performance-Based Hiring	9
INFOSYS	Campus Hiring and Skill-Based Recruitment	8
TCS	Technical and Campus Recruitment	8
ACCENTURE	Global Talent Acquisition and Competency-Based Hiring	9
TECH MAHINDRA	Competency-Based Technical Hiring	7
HCL	Innovation-Oriented Recruitment	7

Interpretation

comparison between Accenture and Amazon shows that they have superior recruitment and selection strategies compared to other IT companies selected for this study. Infosys and TCS rely more on campus recruitment and technical recruitment. HCL Technologies and Tech Mahindra place great importance on innovation-driven and competency-based recruitment. 5.2 Training and Development Policies.

5.2 Training & development practices

Table 2 Training and Development Practices of Selected IT Organizations

IT Organizations	Training and Development Practice	Ratings
AMAZON	Skill Enhancement and Operational Training	8
INFOSYS	Leadership Development and Employee Learning Programs	9
TCS	Continuous Technical Learning Initiatives	9
ACCENTURE	Digital Learning and Certification Programs	9
TECH MAHENDRA	Technical and Digital Training Initiatives	8
HCL	Employee Skill Development Programs	8

Interpretation

Analysis Comparative analysis shows that Infosys, Accenture, and Tata Consultancy Services have strong employee training and development activities such as continuous learning, leadership development, and digital learning tools. HCL Technologies and Tech Mahindra concentrate on developing technical skills and improving employee

competencies. Recruitment and selection processes in Accenture and Amazon are better than other chosen IT firms. Infosys and Tata Consultancy Services recruit employees primarily from colleges and based on technical.

5.3 Compensation and Benefits Policies

Table 3 Compensation and Benefits Practices of Selected IT Organizations

IT organizations	Compensations & benefits	Ratings
AMAZON	High performance based compensation	9
INFOSYS	Employee Welfare and Reward Systems	8
ACCENTURE	Performance Incentives and Global Benefits	9
TCS	Salary Benefits and Employee Insurance	8
TECH MAHINDRA	Bonus Schemes and Employee Benefits	7
HCL	Employee Recognition and Welfare Programs	7

Interpretation

It is clear from the comparative study that both Accenture and Amazon offer highly competitive employee remuneration packages and motivational benefits. Infosys and Tata Consultancy Services are also doing well in providing good employee rewards schemes.

5.4 Performance Appraisal Policies

Table 4 Performance Appraisal Practices of Selected IT Organizations

IT organizations	Performance appraisal practices	Ratings
AMAZON	Leadership and Performance Assessment	8
INFOSYS	KPI based employee evaluation	9
ACCENTURE	Continuous performance management	9
TCS	Competency evaluation system	9
TECH MAHINDRA	Technical performance evaluation	8
HCL	Productivity based appraisal	8

Interpretation

The results have indicated that Accenture and Amazon utilize sophisticated performance management frameworks, which incorporate ongoing feedback and leadership assessment mechanisms. Infosys and Tata Consultancy Services focus on KPIs and competency assessment methods to enhance worker efficiency.

5.5 Employee Engagement Practices

Table 5 Employee Engagement Practices of Selected IT Organizations

IT Organizations	Employee Engagement Practices	Ratings
AMAZON	Employee Communication and Reward Systems	8

INFOSYS	Employee Wellness and Learning Activities	8
ACCENTURE	Inclusive Work Culture and Recognition Programs	9
TCS	Team Collaboration and Support Initiatives	8
TECH MAHINDRA	Teamwork & welfare initiatives	7
HCL	Open Communication and Engagement Programs	7

Interpretation

According to the study, Accenture has employee engagement policies through inclusiveness at work and recognition of employees. Infosys and Tata Consultancy Services emphasize employee well-being, teamwork, and collaboration to increase the commitment and motivation of their employees.

5.6 Work-Life Balance Policies

Table 6 Work-Life Balance Practices of Selected IT Organizations

IT organizations	Work life balance practices	Ratings
AMAZON	Workplace Flexibility and Employee Support	8
INFOSYS	Hybrid Work Culture and Flexible Timing	8
ACCENTURE	Remote Work Support and Wellness Programs	9
TCS	Flexible Work Arrangements and Leave Benefits	8
TECH MAHINDRA	Hybrid Work Options and Flexible Culture	7
HCL	Employee friendly work policies	7

Interpretation

Findings have proven that Accenture is better than its competitors in terms of work-life balance programs through the provision of remote working facilities.

On the other hand, Infosys and TCS focus on the hybrid approach to enhance employee well-being and happiness.

5.7 Diversity and Inclusion Policies

Table 7 Diversity and Inclusion Practices of Selected IT Organizations

IT organizations	Diversity & inclusion practices	Ratings
AMAZON	Equal Employment Opportunity Practices	8
INFOSYS	Women Leadership and Equal Opportunity Programs	8

ACCENTURE	Inclusive Workplace Culture and Diversity Programs	9
TCS	Gender Equality and Inclusion Initiatives	8
TECH MAHINDRA	Inclusive Organizational Culture	7
HCL	Employee Diversity Support Programs	7

Interpretation

Comparative analysis highlights that Accenture practices diversity inclusion well in its organizations through having an inclusive workplace culture and employee diversity programs. Infosys and Tata Consultancy Services practice gender equality and women leaders' initiatives for better organizational inclusiveness and diversity.

6. FINDINGS

- All selected IT companies implement formal and employee-focused HR policies.
- Accenture and Amazon show better recruitment and remuneration practices than other selected companies.
- Infosys and Tata Consultancy Services consider employee training, leadership, and learning as critical.
- Competency and technical recruitment are common among all selected IT companies
- Well-implemented HR policies are highly effective in boosting.

SUGGESTIONS

- Companies should do more to help their employees be healthy and happy. This can be done by having good programs for mental health and wellness which will make employees happier with their jobs.
- Organizations can give their employees opportunities to learn new things and get new skills, which will help them do their jobs better and have better careers.
- Information technology companies should make it easier for employees to balance their work and personal life by having work schedules and hybrid work policies.
- Organizations can get their employees more involved in the company by recognizing their achievements having team-building activities and communicating effectively with them.
- Companies should use the human resources tools and make decisions based on data to manage their workforce better.

7. CONCLUSION

The study concludes that Human Resource policies play a crucial role in improving employee performance, organizational effectiveness, and long-term sustainability in leading IT organizations. The comparative analysis of selected companies such as Infosys, Accenture, TCS, Amazon, HCL Technologies, and Tech Mahindra indicates that modern HR practices are increasingly employee-centric and technology-driven. Organizations emphasize strategic HR functions including recruitment and selection, training and development, compensation, performance management, employee engagement, work-life balance, and diversity initiatives. Among the selected firms, Accenture and Amazon demonstrate stronger practices in recruitment, compensation, and employee engagement, while Infosys and TCS focus more on continuous learning and leadership development. The findings highlight that organizations adopting innovative HR policies and employee well-being initiatives achieve higher employee satisfaction, productivity, and retention. Therefore, effective HR strategies have become a significant factor in creating competitive advantage and sustaining growth in the IT industry.

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