

# Strategic human resources management of hcl technologies



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BUSTER**

A positive working environment for employees is the common goal of all good owners and managers. Such an environment encompasses favorable working conditions, good air quality, timely management feedback and an understanding of job goals and priorities.

Work life was conceptualized in terms of need satisfaction from an interaction of workers' need. It was hypothesized that need satisfaction is positively related to organizational identification, job satisfaction, job involvement, job effort; job performance. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups.

Working environment is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Positive employee attitudes toward their work and the company Increased productivity and intrinsic motivation. Participate methods in the workplace are one way to improve both the work environment for employees and productivity and quality for the company.

It implies the development of skills, capabilities, confidence and creativity of the people through cumulative process of education, training, work experience and participation. It also implies the creation of facilitative

conditions and environment of work, which creates and sustains their motivation and commitment towards work excellence.

Quality of work life has emerged as a mechanism to develop and utilize the tremendous potential of people for improvement in product quality and productivity. A regular basis to identify improvements in their respective work areas using proven techniques for analysing and solving work related problems coming in the way of achieving and sustaining excellence leading to mutual enlistment of employees as well as the organisation.

A self-motivation and happiness in improving environment without any compulsion or monetary benefits. It represents a philosophy of managing people specially those at the grass root level as well as a clearly defined mechanism and methodology for translating this philosophy into practice and a required structure to make it a way of life. It is bound to succeed where people are respected and are involved in decisions, concerning their work life, and in environments where peoples' capabilities are looked upon as assets to solve work-area problems.

## **COMPANY PROFILE**

HCL Technologies is a leading global IT services company, working with clients in the areas that impact and redefine the core of their businesses. Since its inception into the global landscape after its IPO in 1999, HCL focuses on 'transformational outsourcing', underlined by innovation and value creation, and offers integrated portfolio of services including software-led IT solutions, remote infrastructure management, engineering and R&D services and BPO. HCL leverages its extensive global offshore infrastructure

and network of offices in 26 countries to provide holistic, multi-service delivery in key industry verticals including Financial Services, Manufacturing, Consumer Services, Public Services and Healthcare. HCL takes pride in its philosophy of 'Employee First' which empowers our 55, 688 transformers to create a real value for the customers. HCL Technologies, along with its subsidiaries, had consolidated revenues of US\$ 2.5 billion (Rs. 11, 822 crores), as on 21st December 2009 (on LTM basis).

HCL is a \$5 billion leading global technology and IT enterprise comprising two companies listed in India – HCL Technologies and HCL Info systems. Founded in 1976, HCL is one of India's original IT garage start-ups. A pioneer of modern computing, HCL is a global transformational enterprise today. Its range of offerings includes product engineering, custom & package applications, BPO, IT infrastructure services, IT hardware, systems integration, and distribution of information and communications technology (ICT) products across a wide range of focused industry verticals. The HCL team consists of over 62, 000 professionals of diverse nationalities, who operate from 26 countries including over 500 points of presence in India. HCL has partnerships with several leading Global 1000 firms, including leading IT and Technology firms.

## **NEED FOR THE STUDY**

Working environment is needed for an organisation in order to find out the area where improvement can be made in the work.

It helps individual growth as well as fosters the growth of organisation and would be of great help to sustain in a competitive economy.

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The study focuses on the employee relationships at various levels and it also concentrates on the various factors that contribute towards increased motivation.

It is required in order to remove psychological and social work environment problem which hinders the growth of the employees.

## **OBJECTIVES OF THE STUDY**

### **PRIMARY OBJECTIVE:**

To study the effectiveness of working environment in “ HCL Technologies Limited.”

### **SECONDARY OBJECTIVE:**

To know the various factors that influence job satisfaction among employees in the organisation.

To study the attitude of the employees towards training and development program.

To identify the employee’s perception towards the grievance handling procedure adopted in the organisation.

To study the satisfaction level of employees towards health, welfare and safety measures.

## **SCOPE OF THE STUDY**

Help the organisation to identify growth opportunities of workers to enhance their performance. It provides safe work environment for employee to enjoy

working. It enables organisation to easily adopt to change in technology. It shows the satisfaction of the employee with respect to the pay package.

It helps the management to find out the opinion of the employee regarding their work environment. The work potential of the employee will ultimately lead to necessary training program.

## **LIMITATIONS OF THE STUDY**

Since the time given to the researcher was very limited, it was not possible to meet sufficient number of employee.

Access to record and files to know about the employee was not possible all the time.

The respondent may be biased in their respondents.

Interaction with higher level official was limited since they were highly engaged in their work.

The data collected from respondents are qualitative in nature

## **2. 2 ANALYSIS AND INTERPRETATION**

### **TABLE NO. 2. 2. 1**

#### **TABLE SHOWING THE AGE OF RESPONDENTS**

**Age**

**No. of Respondents**

**Percentage**

<25 Years

29

22. 5

26-20 Years

47

29. 16

21-25 Years

22

19. 16

26-40 Years

4

2. 22

> 40 Years

7

5. 85

**120****100****FINDINGS:**

The above table shows that 22. 5% of respondents are in the age group of less than 25 Years, 29. 16% of respondents are in the age group of 26-20 Years, 19. 16% of respondents are in the age group of 21-25 Years, 2. 22% of respondents are in the age group of 26-40 Years, and 5. 85% of respondents are in the age group of greater than 40 Years.

**INFERENCE:**

It is inferred that majority of respondents are in the age group of 26-20 Years

**TABLE NO. 2. 2. 2****TABLE INDICATING THE GENDER OF RESPONDENTS****Gender****No. of Respondents****Percentage**

Male

82

69. 17

Female

27



20. 82

120

100

### **FINDINGS:**

The above table shows that 69. 17% respondents are Male , 20. 82% of respondents are Female in the organization.

### **INFERENCE:**

It is inferred that majority of respondents are Male in the organization.

### **TABLE NO. 2. 2. 2**

### **TABLE INDICATING THE WORKING PERIOD OF RESPONDENTS**

#### **Experiences**

#### **No. of Respondents**

#### **Percentage**

<6 Months

10

8. 22

1- 4 Years

45

27. 5

5-10 Years

22

26. 67

10-15 Years

21

17. 5

> 15 Years

12

10

**120**

**100**

### **FINDINGS:**

The above table shows that 8. 22% of respondents have got an experience of less than 6 Months, 27. 5% of respondents have got an experience of 1-4 Years, 26. 67% of respondents have got an experience of 5-10 Years, 17. 5% of respondents have got an experience of 10-15 Years, and 10% of respondents have got an experience of greater than 15 Years.

### **INFERENCE:**

It is inferred that majority of respondents have got an experience of 1-4 Years working period of employees.

**TABLE NO. 2. 2. 4****TABLE INDICATING THE PRODUCTIVITY OF RESPONDENTS****Employees are productive****No. of Respondents****Percentage**

Strongly Agree

24

28. 22

Agree

42

25

Neither Agree nor Disagree

24

20

Disagree

12

10

Strongly Disagree

8

6. 67

**120**

**100**

### **FINDINGS:**

The above table shows that 28. 22% of respondents are Strongly Agree that work life enhance productivity, 25% of respondents Agree to the statement, 20% of respondents Neither Agree nor Disagree to the statement, 10% of respondents Disagree to the statement, 6. 67% of respondents Strongly Disagree to the statement.

### **INFERENCE:**

It is inferred that majority of respondents are agree that work life enhance productivity.

### **TABLE NO. 2. 2. 5**

### **TABLE INDICATING THE FACTOR INFLUENCING JOB SATISFICATION**

#### **Factor influencing job satisfaction**

#### **No. of Respondents**

#### **Percentage**

Salary Package

28

21. 67

## Career Growth

45

27. 5

## Promotion

22

18. 22

## Motivation

15

12. 5

**120**

**100**

## **FINDINGS:**

The above table shows that 21. 67% of respondents says that Salary Package plays a vital role in Job Satisfaction, 27. 5% of respondents says that Career Growth influence job satisfaction, 18. 22% of respondent says that Promotion influence job satisfaction, 12. 5% of respondent says that Motivation for Job Satisfaction.

## **INFERENCE:**

It is inferred that majority of respondents says that Career Growth factor influence the job satisfaction.

## **CALCULATION SHOWING CHI-SQUARE TEST**

Ho: There is no significant difference between the various factor influencing Job Satisfaction of Employees.

H1: There is significant difference between the various factor influencing Job Satisfaction of Employees.

**O<sub>i</sub>**

**E<sub>i</sub>**

**O<sub>i</sub>-E<sub>i</sub>**

**(O<sub>i</sub>-E<sub>i</sub>)<sup>2</sup>**

**(O<sub>i</sub>-E<sub>i</sub>)<sup>2</sup>/E<sub>i</sub>**

28

20

8

64

2. 12

45

20

15

225

7.5

22

20

-8

64

2.12

15

20

-15

225

7.5

$\hat{\sigma}^2 = \frac{\sum (O_i - E_i)^2}{E_i} = 29.26$

$= 29.26$

With  $(4-1)df = 7.81$

$29.26 > 7.81$

We reject  $H_0$ .

**CONCLUSION:**

There is a significant difference between the various factors influencing Job Satisfaction of Employees.

**TABLE NO. 2. 2. 6****TABLE INDICATING THE SATISFICATION TOWARDS THE WORKING HOUR OF EMPLOYEES****Working Hours****No. of Respondents****Percentage**

Yes

101

84. 17

No

19

15. 82

**120****100****FINDINGS:**

The above table shows that 84. 17% of respondents are satisfied with the working hour, 15. 82% of respondents are not satisfied with the working hour.



**INFERENCE:**

It is inferred that majority of respondents are Satisfied with working Hour.

**CALCULATION SHOWING INTERVAL ESTIMATION**

$n = \text{Sample Size} = 120,$

Number of Yes 101

$$P = \frac{101}{120} = 0.84$$

Sample size 120

$$q = 1 - p = 1 - 0.84 = 0.16$$

At 95% confidence level

$$\text{Standard error} = \sqrt{\frac{p \cdot q}{n}}$$

$$= \sqrt{\frac{0.84 \cdot 0.16}{120}}$$

$$= 0.022$$

$$\text{Interval estimation} = p \pm (z_{\alpha/2} * \text{Standard error})$$

$$= 0.84 \pm (1.96 * 0.022) = [0.904; 0.776]$$

**CONCLUSION:**

At 95% confidence interval level the percentage of employees Satisfied with the working hour lies between 90.4% and 77.6%.

**TABLE NO. 2. 2. 7****TABLE INDICATING THE WORKING CLIMATE IN THE ORGANIZATION****Working Climate****No. of Respondents****Percentage**

Strongly Satisfactory

20

25

Satisfactory

47

29. 17

Neither Satisfactory nor Dissatisfactory

26

21. 67

Dissatisfactory

12

10

Strongly Dissatisfactory

5

4. 16

**120**

**100**

### **FINDINGS:**

The above table shows that 25% of respondents are Strongly Satisfied with the working climate, 29. 17% of respondents are Satisfied , 21. 67% of respondent are Neither Satisfied nor Dissatisfied, 10% of respondent are Dissatisfied, 4. 16% of respondent are Strongly Dissatisfied.

### **INFERENCE:**

It is inferred that majority of respondents are Satisfied with the working climate of organization.

**TABLE NO. 2. 2. 8****TABLE INDICATING THE EMPLOYEES PERCEPTION  
TOWARDS ORGANIZATION WORK****FACTORS****1****2****2****4****5****6****7****Total**

Skill utilization

17

11

22

7

14

26

12

120

### Carrier Growth

22

17

28

24

8

6

4

120

### Team work

22

21

12

19

25

8

2

120

### Support from Management

21

19

18

22

17

11

1

120

### Training and Development

15

20

27

21

19

6

2

120

Health, Welfare, Safety Measure

29

27

12

10

15

9

7

120

Salary Package

42

25

21

17

10

2

1

120

## **Applying weighted average method**

### **Ranks**

First

Second

Third

Fourth

Fifth

sixth

Seventh

### **Weights**

7

6

5

4



2

2

1

## **TABLE INDICATING THE EMPLOYEES PERCEPTION TOWARDS ORGANIZATION WORK**

### **Opinion**

**1**

**2**

**2**

**4**

**5**

**6**

**7**

**Total**

**Weighted**

**Average**

**Rank**

Skill utilization

119

66

165

28

42

52

12

484

17. 28

7

Carrier Growth

221

102

140

96

24

12

4

609

21. 75

2

Team work

154

186

65

76

75

16

2

574

20.5

4

Support from Management

147

114

90

122

51

22

1

557

19. 89

5

Training and Development

105

180

125

84

22

12

2

540

19. 28

6

## Health, Welfare, Safety Measure

272

162

65

40

45

18

7

610

21. 78

2

## Salary Package

201

150

105

68

20

6

1

661

22. 60

1

**FINDINGS:**

From the above table it is inferred that first factor which influences working life is salary package, second preference goes to Health, Welfare, safety measure, third preference goes to carrier growth, fourth preference goes to Team work, fifth preference goes to Support from Management, sixth preference goes to Training and development, seventh preference goes to Skill utilization.

**INFERENCE:**

It is inferred that respondents feel that salary package influences their work life to a greater extend.

**TABLE NO. 2. 2. 9****TABLE INDICATING THE EXTENT OF JOB SATISFACTION IN THE ORGANISATION****Level of job satisfaction****No. of Respondents****Percentage**

Very High

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22

26.67

High

40

22.22

Neither High nor Low

27

22.5

Low

12

10

Very Low

9

7.5

**120**

**100**

### **FINDINGS:**

The above table shows that 26. 67% of respondents are Very Highly satisfied with the job satisfaction, 22. 22% of respondents are High, 22. 5% of respondent are Neither High nor Less, 10% of respondent are Less, 4. 16% of respondent are Very Less.

### **INFERENCE:**

It is inferred that majority of respondents are highly satisfied with the job satisfaction.

### **TABLE NO. 2. 2. 10**

### **TABLE INDICATING THE ORGANISATION PRODUCTIVITY OF TRAINING PROGRAMME**

**Training program**

**No. of Respondents**

**Percentage**

Strongly Agree

26

20

Agree

42



25

Neither Agree nor Disagree

21

17.5

Disagree

14

11.67

Strongly Disagree

7

5.82

**120**

**100**

### **FINDINGS:**

The above table shows that 20% of respondents strongly Agree that training program enhance productivity, 25% of respondents are Agree to that statement, 17.5% of respondents Neither Agree nor Disagree to the statement, 11.67% of respondents Disagree to the statement, 5.82% of respondents Strongly Disagree to the statement.

## **INFERENCE:**

It is inferred that majority of respondents agree that Training Program enhance productivity .

## **CALCULATION SHOWING PEARSON'S CORRELATION TEST**

(Between frequency of Age of employees & Training Program of Employees)

**TABLE NO. 2. 2. 10****{Combining Table No 2. 2. 1 and Table No. 2. 2. 10}****OPINION****Strongly Agree****Agree****Neither Agree nor Disagree****Disagree****Strongly Disagree****ROW****TOTAL(Y)****< 25 years****28****6****5****0****0****29****26-20 years****8****22****1****2**

**2**

**47**

**21-25 years**

**0**

**2**

**18**

**2**

**0**

**22**

**26-40 years**

**0**

**0**

**2**

**1**

**1**

**4**

**> 40 years**

**0**

**0**

**0**

**4**

**2**

**7**

**COLUMN**

**TOTAL(X)**

**26**

**42**

**21**

**14**

**7**

**120**

**Calculation of Rank Correlation coefficient**

**X**

**Y**

**XY**

**X<sup>2</sup>**

**Y<sup>2</sup>**

26

24

1224

1296

1156

42

42

1764

1764

1764

21

24

504

441

576

14

12

168

196

144

7

8

56

49

64

$$X = 120$$

$$Y = 120$$

$$XY = 2716$$

$$X^2 = 2746$$

$$Y^2 = 2704$$

Pearson's correlation coefficient(r) =

$$= \frac{5(2716) - 120 \cdot 120}{\sqrt{5(2746) - (120)^2} \sqrt{5(2704) - (120)^2}}$$

$$r = 0.99$$

r value is positive and nearer to 1

## CONCLUSION:

There exists high degree of relationship between Age of Employees & Training Program of Employees.

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## 4. 1. FINDINGS

It is found that 22. 5% of respondents are in the > 25 Years, 29. 16% of respondents are in the 26-20 Years, 19. 16% of respondent are in the 21-25 Years, 2. 22% of respondent are in the 26-40 Years, and 5. 85% of respondent are in the > 40 Years.

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It is found that 69.17% of respondents are Male Worker in the organization, 20.82% of respondents are Female Worker in the organization

It is found that 8.22% of respondents are in the <6 Month, 27.5% of respondent are in the 1-4 Years, 26.67% of respondents are in the 5-10 Years, 17.5% of respondent are in the 10-15 Years, 10% of respondent are in the > 15 Years.

It is found that 28.22% of respondents are in the Strongly Agree, 25% of respondents are in the Agree, 20% of respondent are in the Neither Agree nor Disagree, 10% of respondent are in the Disagree, 6.67% of respondent are in the Strongly Disagree.

It is found that 21.67% of respondents are in the Salary Package, 27.5% of respondents are in the Career Growth, 18.22% of respondent are in the Promotion, 12.5% of respondent are in the Motivation.

It is found that 84.17% of respondents are satisfied with working hour, 15.82% of respondents are not satisfied with working hour.

It is found that 25% of respondents are in the strongly satisfaction, 29.17% of respondents are in the Satisfaction, 21.67% of respondent are in the Neither Satisfaction nor Dissatisfaction, 10% of respondent are in the Dissatisfaction, 4.16% of respondent are in the Strongly Dissatisfaction.

The first preference goes to salary package, second preference goes to Health, Welfare, safety measure, third preference goes to carrier growth, fourth preference goes to Team work, fifth preference goes to Support from



Management, sixth preference goes to Training and development, seventh preference goes to Skill utilization.

It is found that 26.67% of respondents are Very High, 22.22% of respondents are High, 22.5% of respondent are Neither High nor Low, 10% of respondent are Low, 4.16% of respondent are Very Low.

It is found that 20% of respondents are in the Strongly Agree, 25% of respondents are in the Agree, 17.5% of respondent are in the neither Neither Agree nor Disagree, 11.67% of respondent are in the Disagree, 5.82% of respondent are in the Strongly Disagree.

## **SUGGESTION**

To increase the co-ordination between the departments, by conducting the other activities.

To provide promotion on the basis of performance and target attained by the employees in their work.

To get suggestion from the employees during the formation of goal and strategies.

It is suggested to consider the entire employee in the grievance handling procedure.

The monetary reward can be provided to the efficient employees in order to increase the level of motivation.

## **CONCLUSION**

In order to build up organisation strategies and improve the work environment, a well co-ordinate and integrated approach is necessary for designing and implementing the quality of work life program is necessary for development for Human resources.

The study is conducted to analyze the effectiveness of working environment in HCL Technologies Limited.

This study helps to find that the working environment is effective to some extent and there is no significant change in the environment.

Working environment is to increases the production and to maintain a healthy relationship between the employer and employee in the organisation.