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**Profession Administration as a Human Resource Practice in the Information
Technology Sector**

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Research Guide

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Abstract: Human Resource Administration practices enable employees in the Information Technology (IT) sector to accomplish better through improved productivity. There are a number of practices that The IT sector observes in the modern day scenario in order to motivate, improve productivity and retain the talent of employees. This paper has examined one aspect of Human Resource Practices, i.e., Profession Administration.

Key words: Profession Administration

1.1 Introduction: Operational Human Resources Management (HRM) incorporates Profession planning, Profession development and succession planning. An organization without Profession planning and Profession development advantages is expected to come across the highest rate of attrition, causing much injury to their plans and programmes. Likewise without succession planning, managing of vacancies, predominantly at higher levels, become challenging. There are examples of many establishments that had to suffer for not being able to find an accurate successor for their strategic positions. With the upsurge in scope for job mobility and corporate contests for global headhunting of worthy performers, it is now a well-established point that normal employment span for key performers remains very small. The terms Profession planning and Profession development are used

interchangeably in most of the organizations. It is also correct that but for their subtle difference in the definitional context, their process remains the same.

1.2 Definition of Profession: Profession is a sequence of attitudes and behaviours associated with the series of job and work related activities over a person's lifetime. It may also be defined as a succession of interrelated jobs, arranged in hierarchical order, through which a person travels in an organization. As the literal definition of Profession centres on an individually perceived sequence, to be more accurate, Profession may be either individual-centred or organizational-centred. Therefore, Profession is defined separately as external Profession and internal Profession. **External Profession** refers to the objective classifications used by society and organizations to describe the progression of steps through a given occupation, while **internal Profession** refers to the set of phases or stages which make up the individual's own concept of Profession progression within an profession. For such two diverse approaches, in an organizational context, Profession can be acknowledged as an integrated pace of vertical lateral movement in an occupation of an individual over his service period.

Profession planning is the exercise by which one chooses Profession objectives and the conduit to these objectives. The chief focus of Profession planning is on supporting the employees realize a better match between personal goals and the opportunities that are credibly reachable in the organization. Profession programmers should not concentrate only on Profession growth opportunities. Practically speaking, there may not be enough high level positions to make upward mobility a reality for a large number of employees. Hence, Profession-planning efforts requisite to pin-point and highlight those areas that offer psychological triumph instead of vertical growth. Profession planning is not an occurrence or conclusion in itself, but a continuous progression of developing human resources for achieving optimum results. It must, however, be noted that individual and organizational Professions are not separate and distinct. A person who is not able to translate his Profession plan into action within the organization may probably quit the job, if he has a choice. Organizations, therefore, should help employees in Profession planning so that both can gratify each other's needs.

1.3 Need for Profession Planning :Every employee has a wish to develop in his workplace continuously. If there are enough opportunities, he can pursue his Profession goals and exploit his potential fully. Unfortunately, organizations do not pay adequate attention to this aspect in actual practice for a variety of reasons. The demands of employees are not matched with organizational needs; no effort is made to show how the employees can grow within certain limits, what happens to an employee five years down the line if he does well, whether the organization is trying to offer mere jobs or long-lasting Professions, etc. When recognition does not come in time for meritorious performance and a certain amount of confusion prevails in the minds of employees whether they are ‘in’ with a chance to grow or not, they look for greener pastures outside. Key executives leave in frustration and the organization suffers badly when turnover figures rise. Any recruitment effort made in panic to fill the vacancies is not going to be effective. So, the absence of a Profession plan is going to make a big difference to both the employees and the organization. Employees do not get right breaks at a right time; their morale will be low and they are always on their toes trying to find escape routes.

Organizations are not going to benefit from high employee turnover. New employees mean additional selection and training costs. Bridging the gaps through short-term replacements is not going to pay in terms of productivity. Organizations, therefore, try to put their Profession plans in place and educate employees about the opportunities that exist internally for talented people. Without such a progressive outlook, organizations cannot prosper.

1.4 Profession Planning Process: The Profession planning process involves the following steps:

Identifying individual needs and aspirations: Most individuals do not have a clear cut idea about their Profession aspirations, anchors and goals. The human resource professionals must, therefore, help an employee by providing as much information as possible showing what kind of work would suit the employee most, taking his skills, experience, and aptitude into account. Such assistance is extended through workshops/seminars while the employees are subjected to psychological testing, simulation exercises, etc. The basic purpose of such an exercise is to help an employee form a clear view about what he should do to build his Profession within the company. Workshops and seminars increase employee interest by

showing the value of Profession planning. They help employees set Profession goals, identify Profession paths and uncover specific Profession development activities (discussed later). These individual efforts may be supplemented by printed or taped information. To assist employees in a better way, organizations construct a data bank consisting of information on the Profession histories, skill evaluations and Profession preferences of its employees (known as skill or talent inventory). Analyzing Profession opportunities: Once Profession needs and aspirations of employees are known, the organization has to provide Profession paths for each position. Profession paths show Profession progression possibilities clearly. They indicate the various positions that one could hold over a period of time, if one is able to perform well. Profession paths change over time, of course, in tune with employee's needs and organizational requirements. While outlining Profession paths, the claims of experienced persons lacking professional degrees and that of young recruits with excellent degrees but without experience need to be balanced properly. Aligning needs and opportunities: After employees have identified their needs and have realized the existence of Profession opportunities the remaining problem is one of alignment. This process consists of two steps: first, identify the potential of employees and then undertake Profession development programmers (discussed later on elaborately) with a view to align employee needs and organizational opportunities. Through performance appraisal, the potential of employees can be assessed to some extent. Such an appraisal would help reveal employees who need further training, employees who can take up added responsibilities, etc. After identifying the potential of employees certain developmental techniques such as special assignments, planned position rotation, supervisory coaching, job enrichment, understudy programs can be undertaken to update employee knowledge and skills. Action plans and periodic review: The matching process would uncover gaps. These need to be bridged through individual Profession development efforts and organization supported efforts from time to time. After initiating these steps, it is necessary to review the whole thing every now and then. This will help the employee know in which direction he is moving, what changes are likely to take place, what kind of skills are needed to face new and emerging organizational challenges. From an organizational standpoint also, it is necessary to find out how employees are doing, what are their goals and aspirations, whether the Profession paths are in tune with individual needs and serve the overall corporate objectives, etc.

1.5 Research Methodology: The following questions were asked to 54 employees, working in the IT sectors of Bangalore City. The sampling method was convenience sampling.

The questions asked were:

Does your organization support you in the following Profession Administration schemes:

1. Training on the job
2. Project team work and Projects to stimulate learning
3. Job rotation
4. Informal coaching
5. Formal networking programs
6. Formal mentoring
7. Special tasks
8. Formal Profession plans
9. International work assignments

The answers got from these employees have been tabulated and analyzed as below:

1.6 Tabulation and Analysis:

Profile of the respondents:

Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	30	55.6	55.6	55.6
Valid Female	24	44.4	44.4	100.0
Total	54	100.0	100.0	

Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 30 Years	5	9.3	9.3	9.3
Valid 30 -39 years	19	35.2	35.2	44.4
Valid 40-49 years	25	46.3	46.3	90.7
Valid > 50 years	5	9.3	9.3	100.0
Total	54	100.0	100.0	

Educational background of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
< Degree	6	11.1	11.1	11.1
Degree	40	74.1	74.1	85.2
Post Graduation	8	14.8	14.8	100.0
Total	54	100.0	100.0	

Work experience of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
< 10 years	7	13.0	13.0	13.0
Between 10 and 20 Years	21	38.9	38.9	51.9
Between 20 and 30 Years	20	37.0	37.0	88.9
> 30 years	6	11.1	11.1	100.0
Total	54	100.0	100.0	

Section Respondents work in:

	Frequency	Percent	Valid Percent	Cumulative Percent
Information Technology Services	18	33.33	33.33	33.33
Software	12	22.22	22.22	55.55
ITES-BPO Services	9	16.67	16.67	72.22
Hardware	15	27.78	27.78	100
Total	54	100	100	

Analysis: The Reliability Test:

The **Reliability Test** for the data collected was conducted through the calculation of the Cronbach's Alpha.

Case Processing Summary

	N	%
Valid	54	100.0
Cases Excluded ^a	0	.0
Total	54	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.873	14

An Alpha value that is above 0.70 is considered to be highly reliable. The Alpha value obtained here is 0.873. Therefore the data collected through answers given by the respondents to the survey is considered as reliable and further analysis may be conducted.

The Descriptive analysis shows the different factors involved:

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. Training on the job	54	1	5	3.17	1.270
2. Project team work and Projects to stimulate learning	54	1	5	3.63	1.293
3. Job rotation	54	1	5	3.17	1.270
4. Informal coaching	54	1	5	3.17	1.270
5. Formal networking programs	54	1	5	3.63	1.293
6. Formal mentoring	54	1	5	3.41	1.190
7. Special tasks	54	1	5	3.17	1.270
8. Formal Profession plans	54	1	5	3.63	1.293
9. International work assignments	54	1	5	3.78	1.574
Valid N (list wise)	54				

A one-sample t-test was run to determine whether the opinion score given by the respondents was different to normal, meaning whether the sample mean was significantly different from the population mean. The test score was defined as an opinion score of 3.0, since the neutral value of the testing stands at 3.

The following Hypothesis was set up.

H₀: There is no significant difference between the population mean and the sample mean.

H_a: There is a significant difference between the population mean and the sample mean.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error
1. Training on the job	54	3.17	1.270	.173
2. Project team work and Projects to stimulate learning	54	3.63	1.293	.176
3. Job rotation	54	3.17	1.270	.173
4. Informal coaching	54	3.17	1.270	.173
5. Formal networking programs	54	3.63	1.293	.176
6. Formal mentoring	54	3.41	1.190	.162
7. Special tasks	54	3.17	1.270	.173
8. Formal Profession plans	54	3.63	1.293	.176
9. International work assignments	54	3.78	1.574	.214

One-Sample Test

	Test Value = 3					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
1. Training on the job	.964	53	.339	.167	-.18	.51
2. Project team work and Projects to stimulate learning	3.579	53	.001	.630	.28	.98
3. Job rotation	.964	53	.339	.167	-.18	.51
4. Informal coaching	.964	53	.339	.167	-.18	.51
5. Formal networking programs	3.579	53	.001	.630	.28	.98
6. Formal mentoring	2.516	53	.015	.407	.08	.73
7. Special tasks	.964	53	.339	.167	-.18	.51
8. Formal Profession plans	3.579	53	.001	.630	.28	.98
9. International work assignments	3.631	53	.001	.778	.35	1.21

If $p > .05$, the difference between the sample-estimated population mean and the comparison population mean would not be statistically significantly different. Herein, most of the p are greater than 0.05. Taking the majority, we can say that $p > 0.05$, and therefore, the difference between the sample-estimated population mean and the comparison population mean is not statistically significantly different. The data can lend itself to further analysis and reliable inferences may be given.

The Factor Analysis was conducted to select the more prominent components among the others.

Factor Analysis has extracted four components, which are; 1. Job Rotation

2. Project team work and Projects to stimulate learning

3. Training on the job and

4. International work.

Findings:

Of the nine parameters examined, the respondents have identified four parameters as more prominent through the Factor Analysis. Therefore, it may be said that Job Rotation, Project team work and Projects to stimulate learning, Training on the job and International work are the human resource practices that are existing in the IT sectors of Bangalore City to support the professional planning and development of employees.

Concluding Remarks: Substantial amount of past studies have shown that HR practices are related to a variety of work-related attitudes and behaviors, including organizational commitment (Agarwala, 2003; Fiorito, Bozeman, Young, & Meurs, 2007; Kooij, Jansen, Dijkers, & De Lange, 2010; Şendoğdu, Kocabacak, & Güven, 2013), job satisfaction (Chow, Haddad, & Singh, 2007; Petrescu, & Simmons, 2008; Saridakis, Muñoz Torres, & Johnstone, 2013), organizational citizenship behavior (Kehoe, & Wright, 2013; Morrison, 1996; Sun, Aryee, & Law, 2007; Wei, Han, & Hsu, 2010), and deviant workplace behaviour (Arthur, 2011; Shamsudin, Subramaniam, & Alshuaibi, 2012). In particular, Agarwala's study (2003) showed that perception of innovative HR practices was found to be a significant determinant of employee's organizational commitment. In a meta-analysis conducted by Kooij, et al. (2010) both affective commitment and job satisfaction were significantly and positively influenced by HR practices. (Ramatu, et al)

Managing HR has many forms of continuation but human resource management practically in organizations is to make use of people and maintain employment relations. Cohen et al. (1997) had summarized problems of HR in developing countries: low levels of salary, deficiency of useful performance values, lack of ability to fire people, small number of incentives for excellent performance, employment measures that do not catch the attention of properly skilled people, promotion guidelines based more on seniority than on actual performance of employees, deliberate promotion and lack of compensation against hard work, deficient and uncomfoting Administration by supervisors and lack of motivating

tasks. Developing countries now consider effective HR more crucial component in their development strategies than ever before (Bennell, 1994; Budhwar and Debrah, 2001; Hilderbrand and Grindle, 1997; Kiggundu, 1989; Praha, 2004; World Bank, 1994). Caruth and Handlogten (2001) explained: According to McCormick and Tifflin (1979), motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. While extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. (Rathore and Chadha, 2013)

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