

## **An Empirical Study on Emerging Issues and Challenges faced by Middle level HR Practitioners in IT Companies, Karnataka, India**

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### **ABSTRACT**

Human resource management (HRM) functions are designed to address and fulfil the needs of employees within the company. The function focuses on retaining, maximising the performance of the employee that leads to obtaining the objectives and goals of the company. The HRM acts as a communication platform which connects employees and their employers in order to meet their defined goals within the company. Due to tremendous change in the work environment, the focus of Human Resource (HR) functions has shifted from administration activities to Strategic HRM functions (SHRM). The SHRM acts as a critical success factor for the HR function that helps to identify the required skills and motives which in turn influence key strategic plans and outcome within the company. The role of middle level HR practitioners is changing due to transformation in business needs in the company that helps in formulating and developing HR strategies, policies and procedures that meet the requirements of the company. Various initiatives and engagement activities are carried out by HR practitioners in efforts to reduce the stress level at workplaces which help in motivating and retaining talents within the company. The HR practitioners are specialised in various HR functions such as Human Resource planning (HRP), recruitment and selection, HR information systems (HRIS), employee engagement, leadership and development engagements, career development process, learning and development initiatives, performance management, retention strategies; these are organised within the company. Among the major challenges faced by middle level HR practitioners are: retaining the services of talented workforce, reducing the stress level

at workplace, lack of career development opportunities and developing leadership skills for talented employees. This study identifies and also addresses the emerging issues and challenges faced by middle

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level HR practitioners in their day to day activities in a selected IT firm in Karnataka. Though the study is limited to a particular IT firm in Karnataka, the findings can be generalised to the IT industry in India, other industries in India and overseas to get a fair understanding of the emerging issues and challenges faced by middle level HR Practitioners

*Keywords:* Strategic human resource management, employee engagement, performance management, leadership and development, activities, issues, challenges and career development

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## INTRODUCTION

The HRM functions were formally introduced in 1929 through a Royal Commission on Labour established by the Government of India. After two years of investigation, the commission recommended an appointment of a labour officer to take care of employment and dismissal processes of employees in their respective workplaces. The scope of labour officials were extended during World War 2 in order to facilitate recreation and medical facilities for the labour force based on the Industrial Disputes Act, 1946 and Factories Act, 1947. The labour officers were re-designated as welfare officers with added responsibility of managing wage, leave and retirement process for workers. The welfare officer is renamed and designated as personnel manager by adding new responsibilities such as administrative and operational activities for employees within the organisation (Mirza, 2003). The

personnel management functions give more importance to operational activities in terms of attracting, retaining and motivating the workforce within the organisation, where the human resource management function focus more on strategic perspective with respect to business and its functions in order to gain competitive advantage in the industry. (Randall, 2000).

Human resource management functions are more strategic and comprehensive in nature and thus, the management should give more importance to the employees who works independently or within the team in contributing to achieve the business goals and objectives of the company. The focus of human resource functions have shifted from personnel management functions in managing the work force strategically within the organisation through various HR policies and procedures such as reward and recognition programmes, organising effective training programmes, recruitment methods for selection process to maintaining work life balance and motivating the talented work force within the organisation (Vani, 2011).

Human resource is the most important asset for the organisation and employees help in managing business functions and its operation by handling customers, vendors and dealing with cash flows by communicating through proper channels which ultimately helps the company attain its business objectives. Human resources strategies help in executing business functions successfully through maximising company efficiency, human capacities

and individual competences which ensure the workforce is capable of meeting the company's goals and objectives. (Haslinda, 2009).

### **IT Industry in India**

IT industries play an important role in India's growth and its economy. Indian IT companies offer world class services and business offerings with innovative solutions through cost effective mechanisms when compared with global competitors in the market. India places huge importance on the agricultural sector compared with other sectors but the IT industry helps in shifting the focus from an agricultural-dependent economy to knowledge-based economy in all sectors. The industry offers technical solutions to various verticals such as telecommunications, banking, financial and insurance services, retail, mobile apps, manufacturing, health care and energy utilities services. The Internet facilities enable the introduction of wide range of services such as e-governance applications, online passport applications, online tax filing system, e-ticketing, and virtual conference systems among other. The IT industry thus, offers a wide range of technical services to customers through competitive prices and a focus on global standards (FICCI, 2011).

As per Nasscom, the IT industry contributes to India's GDP from 1.2% in FY 1998-1999 to 7.5% in FY 2012- 2013 with a revenue of US \$100 billion in FY 2012-2013 through exports and domestic revenue amounting to US\$69.1 billion. The IT industry in fact offers a wide

range of job opportunities whereby 2.8 million and 8.9 million employees were employed directly and indirectly by the sector respectively. Around 90% of revenue generated by this industry came from major cities such as Bangalore, Hyderabad, Chennai, Noida, Delhi, Mumbai and Pune (Nasscom, 2012). The IT industry dominates the other industries by generating 77% of total revenue. The domestic market plays a significant role in generating revenue for this industry especially in Bangalore, also known as Silicon Valley of India due to the fact that major IT multinational companies are located in and around this city. Close to 33% of Indian IT exports and its revenues are generated from this Silicon Valley of India alone. Most of the corporate offices are located in Mumbai since it is considered as a business capital for the country. The IT industry is widely expanding its operations to other cities such as Hyderabad, Chennai and targeting massive expansion in tier II cities such as Pune, Noida, Trivandrum and Gurgaon due to availability of cheap manpower when compared with other cities in India (Vikram & Sandeep, 2013).

### **Statement of Problem**

Human resource managers have to face several challenges in current business environments due to technology advancements, global workforce, management issues as well as the impact of legal and political issues on the business environments across industry. The above challenges and its outcomes which have led to a rise in pressure for human resource professionals with regard

to motive, magnetise and retain the talented workforce within the organisation (Ekta & Nisha, 2012).

Human resource professionals play a key role in reducing the level of stress generated by the employees' work environment, since stress factors lead to unbalanced workforce which in turn create a negative impact among the workers such as an increase in attrition rates and absenteeism at work place. These are products of stress on the personal life of an employees leading to lower employee work performance (Jordan & Christopher, 2012).

The other role of HR managers is to create a high performance system in order to generate the balance between the performances of employees and aligning their performance towards obtaining the goals and objectives of the company (Sufyan et al., 2013). Human Resource managers drive the learning and development programme which result in increasing the growth of individual skills and capabilities to perform their job effectively (Newell et al., 2009). Learning and development programme help in developing and training the existing resources to create an impact on future business requirement and obtain the objectives of their company (Mousa, 2008).

Human resource managers should focus on career development initiatives in order to increase the participation level of employees and train them to handle critical assignments related to their job. The outcome of this process in not only utilising the potential resources which can benefit the organisation, the process should also guide the individuals to achieve their self-improvement plans and

their aspirations (Polly & Kerr, 1999). The HR leaders help in managing and creating the sustainable work force and business environment (Venkat, 2012), generate positive relationship between employees and employer by developing their skills and attitudes towards work in order to obtain organisational objectives (Doest et al., 2006).

Human resource practitioners should promote employee engagement initiatives to obtain a higher level of motivation within the work force that helps the organisation to obtain better business results and outcomes. Employees who are engaged in their work will have a good understanding of their customer requirements which facilitate in delivering the good quality of products and services. (Siddhanta & Roy, 2012).

By reviewing various literature, the present researchers have identified in the IT industry various level of work related stress, performance appraisal issues, learning and development challenges, career development initiatives, employee attitudes towards work and work culture which are different from other industries. The HR practitioners in the IT industry are facing challenges such as recruitment process, induction programme, fulfilling new employees expectations, career development initiatives, succession planning, compensation payouts, HRIS implementation, employee engagement activities, level of stress at work, various issues, disputes, grievances and complaints. The level of attrition is high due to an increasing number of talented workforce leaving the organisation. HR practitioners would face huge issues and challenges to

retain the talented workforce within the organisation. Literature review has indicated no research has been conducted on the emerging issues and challenges faced by middle level HR practitioners in the IT Industry. This has motivated the present researchers to fill this research gap by conducting a study on this issue.

## RESEARCH OBJECTIVES

The objective of this study is:

- To identify the emerging issues and challenges faced by middle- level HR Practitioners in the IT industry in India.
- To identify the relationship between the age of the respondents with the level of stress faced at work.
- To find out the association between educational qualification of the respondents and their response towards learning and development programme.
- To find out the significant variance between the respondents work experience with their response towards performance management system, employee engagement and leadership and development.
- To predict the career development programme with demographic profile of the respondents

## LITERATURE REVIEW

### HR Leadership

HR Leadership is to facilitate the recruitment and selection process for the organisation by transforming administrative functions into

business driven functions through formal communication channels, structured process and right workforces on board which enable the change process for the organisation. The HR leadership needs to understand current designs and performances of the employees to generate a clear picture on what is expected and forecasting the risk assessments to perform the business functions successfully (Mercer, 2013).

Leaders should focus on the issues and challenges such as:

- Clear and good communication process through proper channels.
- Transforming the administrative functions to strategic HR functions.
- Implementing the change process and clarify the expectations and its requirements from the new business environment.

HR Leadership would successfully focus on organisational strategies and business functions. HR business leaders should act as strategic partner, change enabler, administrative practitioners, and employee champion (Friedman, 2007).

### HRM Practices and Procedures

Human resource management practices should be effective in terms of attracting, developing, motivating, retaining the talented workforce and ensure the implementation of effective strategies and policies which facilitate in survival of business and its functions (Schuler & Jackson, 1987). Moreover, HRM policies and practices are

proposed in line with the business process and its functions which would help to achieve the objectives of the organisation (Delery & Doty, 1996). The HRM practices and procedures help in developing the required knowledge, skills and competencies in order to manage the company successfully and gain competitive advantage against the competitors (Minbaeva, 2005). Formulation of human resources strategies and policies should consider future business challenges and ways to tackle them. Lack of human resource management functions have forced talented workforce to leave the company. Hence, effective HRM functions are important to retain talented workforce who have the essential knowledge and potential skills for the company to gain competitive advantage against its competitors (Menefee et al., 2006).

### **HR Strategies**

Strategic human resource management (SHRM) helps in transforming administrative HR functions into strategic business functions. Strategic HRM is apprehensive with the role of HR in company's performance and major focus on aligning the HR strategies with business functions to gain a competitive advantage. Meaningful human resource policies and practices will improve performance in various functions such as production, quality and financial performance (EsraNemli, 2010). Strategic HRM practices are inter linked with organisational strategies, ensuring the exceptionality of a company's human resources process. These strategies

attract highly skilled employees, placing them in suitable positions, offering trainings to match the company's expectations and motivate employees to obtain the goals and objective of the organisation (Wei, 2006).

### **HR Role in Workers Participation**

Human Resource practitioners play a vital role in to enable employees to participate in decision making process that generates the ownership between employer and employees and a hassle free environment in which both willingly contribute to create a healthy work environment (Noah, 2008). Employee's participation in management results in increasing the scope for employee's to participate and influence decision making process at various levels of hierarchy within the organisation (Rathnakar, 2012). Increasing workers participation through collective decisions process will have a direct impact on financial performance of the company and by communicating the future plans, investment opportunities and companies' current financial status that create a good communication platform between employee and employer. These factors encourage the employees to become committed, motivated and loyal to the company, which leads to attainment of the goals and objectives of the company (McNabb & Whitfield, 1998).

### **HR Planning**

Human resource planning helps in forecasting the human needs for the company and formulate the necessary engagements such as recruitment process,

training and development initiatives, career development process, manpower availability, technological changes based on the needs and requirements of the organisation. Human resource planning process identifies the right numbers, the right types of employees at the proper place, the proper time in order to carry the out activities which underpin the companies' goals that help the stakeholders to fulfil their needs. The HRP (Human Resource Planning) process identifies the essential components that satisfy the business requirements and success for the company in a long run (Francis e al., 2012). The HRP plays an important role in corporate planning that identifies the core competencies of the company and its requirements to obtain its goals and objectives. The HRP focuses on people need, its requirements which impact the business functions, gains attention towards the people issue and its development that help in achieving the organisational goals (Prashanthi, 2013).

The HRP also plays a vital role in decision- making process in three categories (Quinn , 1983).

- Categorising and procuring the right number of resources with appropriate skills.
- Motivate the resources to attain higher performance.
- Formulating and collaborating the linkages between business goals and individuals-planning process.

### **HR Role on Performance Management**

Performance management is an important function for human resource management. It is a process of measuring the present and past performance outcomes or results of the individual, team, or organisation (Agnes et al., 2014). The performance measurement should be appropriate, stable and depends on monetary and non-monetary indicators which are related to both preference and equity shareholders. The measurement should be correlated directly to company's goals and objectives that reveal the competitive business environment, consumer requirements and its objectives (Kennerley & Neely, 2002).

### **HR Role as a Change Agent**

HR Managers acts as a change agent through managing the organisation level of transformation, identifying issues that affect the growth of the business, transformational process, managing and developing the employees who can participate with the change management process. The HR leadership should champion the change by driving the transformation process that helps in aligning the right individuals with the suitable skills, attitude and knowledge in order to fulfil the goals and objectives of the company. Human resource managers should facilitate the change and develop the employees through various training initiatives which will increase the performance of the individuals as well as focus on the current and future engagements within the organisation. The HR business leaders are the change enablers who take

charge of change management initiatives, implementing the OD interventions and their processes, technology advancements, formulating world class training initiatives, communications through proper channels which ensure smooth process of implementing the change mechanism (Deepak, 2012). The HR's role in driving the change initiatives differs from one company to another, but the human resource community has not described the process well or prioritised their change exertion within the organisation (Kesler, 2000). The change agent guides the company and assist in the change process (Conner & Ulrich, 1996).

## RESEARCH METHODOLOGY

### Type of Research

The purpose of using descriptive research is to study a phenomenon that occurs at a specific place and time. Based on this, a

descriptive type of research was adopted in this study.

### Sample

The sample size is determined as

$$n = (z\sigma/d)^2.$$

where z = Value at a complete level of confidence

$\sigma$  = Standard deviation of the population

d = Difference between population mean and sample mean

It is difficult to find the standard deviation and population mean, so, the researchers used systematic sampling method and the survey was conducted among middle level HR practitioners from a leading IT firm in India. The firm has 11 development centres and around 350 middle level HR practitioners work in the branches.



Figure 1. Theoretical Model on Modern HR Functions



In the Karnataka branch, there are nearly 150 middle level HR practitioners. The researchers approached 75 respondents who were willing to respond to the questionnaire and considered as sample size for this study. This is the main limitation of the study.

### **Research Instrument**

This study is purely empirical in nature; hence, questionnaire was used as an instrument for data collection. The researchers developed a well-structured questionnaire which consists of three parts. The first part deals with the demographic profile of the middle level HR practitioners, the second part consists of questions related to emerging issues and the third part focuses on the challenges faced by middle level HR practitioners from a selected IT firm. The researchers have done validity test for the variables in the questionnaire to measure the emerging issues and challenges (19 items with Likert scale in the questionnaire) and obtained  $\alpha = 0.7$ . The questions were used for validity test such as response towards "Recruitment process", their response about "Learning curve", "Succession Planning", "Employee engagement", "Stress Level", "Performance bonus", etc.,

### **Sources of Data**

The current study depended on following source of data collection such as primary and secondary data collection. Primary data collection was obtained through Questionnaire and secondary data collection was gleaned from journals, articles, research publications and magazines. The population

for the study comprises middle level HR practitioners from a selected IT firm in Karnataka.

### **Data Analysis Procedures**

Primary data collected from questionnaires are computed and analysed using SPSS (Statistical Package for Social Sciences). Pearson's Chi-Square test was used to identify whether two random variables are independent. In this regard, the researchers attempted to find out the level of association between the educational qualification and response towards learning and development programmes offered by the company. Correlation Analysis was used to discover the degree of relationship between independent variable and dependent variable. Hence, the researchers were attempting to establish the relationship between age and the level of stress towards work. The ANOVA was used to identify the significant variance between one independent variable and many dependent variables. Therefore, the researchers attempting to discover the variance between number of years of experience and response towards performance management system, employee engagement programmes, leadership and development program organised within the company. Multiple regression analysis was helpful to find out the important independent variables among all other independent variables to predict the dependent variable. Therefore, the multiple regression analysis was carried out to find out the career development opportunities for HR practitioners at work using variables such

as gender, age, educational qualification, annual income, years of experience. The authors discovered important independent variables compared with other variables in predicting the career development programme organised within the company.

## FINDINGS AND ANALYSIS OF DATA

### Correlation Analysis

To identify the relationship between the age of the respondents and the level of stress at the work environment.

The Pearson's correlation in Table 1 reads a value of 0.081 which shows that there is a positive correlation between age and the level of stress towards the work. Most of the respondents from age group of 26-30 face higher level of stress at the work environment. Respondents from the age group of 36-40 face lower level of stress at work.

### Chi-Square Test

H<sub>1</sub>: There is a significant association between educational qualification and response to learning and development (L&D) programmes offered by the company.

From Table 2, the Chi-square reads a significance level of 0.368 at 95% confidence level. It is greater than the hypothetical value

of 0.05, hence, H<sub>1</sub> is accepted and there is a significant association between educational qualification and the response towards L&D programmes offered by the company. The Cramer's V 0.368 in Table 3 reveal that there is a moderate association between educational qualification and the response towards the L&D programmes offered by the company. The asymmetric lambda value 0.029 in Table infers that there is a 2.9% error reduction in predicting the response towards the L&D programmes when the respondents' educational qualification is known. If the lambda value increases, then the dependent variable could be predicted more accurately. Hence, the researchers could not predict more precisely the responses towards L&D programmes when the educational qualification of the respondents is known.

### Analysis of Variance

H<sub>2</sub>: There is a significant variance between number of years of experience and their response towards performance management system followed within the company.

H<sub>3</sub>: There is a significant variance between number of years of experience and their response towards employee engagement programmes organised within the company.

Table 1  
Correlation Value

Correlation	Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Interval by Interval Pearson's R	.081	.105	.695	.489
Ordinal by Ordinal Spearman Correlation	.107	.111	.921	.360
N of valid cases	75			

H4: There is a significant variance between number of years of experience and their response towards Leadership and Development programmes organised within the company.

From table 5, for the first item, the highest mean score is 2.67, which infers that the respondents with greater than 12 years of experience indicating more effective performance management system are available within the company and the least mean score is 2.13 inferring that respondents between four and eight years of experience indicating less effective performance management system are available within the company. The second

items highest mean score is 2.35 reflecting that respondents with between eight and 12 years of experience indicated that employee engagement programmes organised by the company were more effective and the least mean score is 1.67 inferring that respondents with greater than 12 years of experience indicating that leadership and development programme organised by the company were less effective. The third items highest mean score is 2.67; it proves that respondents with more than 12 years of experience indicate that leadership and development programmes organised by company are more effective and the least mean score is 1.92 inferring that respondents between 0 and four years of experience indicated that

Table 2  
Pearson chi-square value

Particulars	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.786	9	.368
Likelihood Ratio	9.546	9	.388
Linear-by-Linear Association	1.815	1	.178
N of Valid Cases	75		

Table 3  
*Symmetric Measures*

Particulars		Value	Approx.sig
Nominal by Nominal	Phi	.361	.368
	Cramer's V	.209	.368
N of Valid cases		75	

Table 4  
*Directional Measures*

Particulars			Value	Asymp . Std. Error	Approx. T	Approx Sig.
Nominal By Nominal	Lambda	Symmetric	.016	.042	.378	.705
		Education qualification L&D	.029	.029	1.007	.314
		Dependent	.000	.084	.000	1.000
Nominal	Goodman and Kruskal tau	Education qualification	.044			
		Dependent	.034	.020		.366
		L&D Dependent		.030		.574

Table 5  
Descriptive Measure

Leadership and Development Attributes	N	Mean	Std. Deviation	Std. Error	95% Confidence interval for Mean		Minimum	Maximum	
					Lower Bound	Upper Bound			
Performance Management	0-4 Yrs	25	2.28	.737	.147	1.98	2.58	1	4
	4-8 Yrs	30	2.13	.860	.157	1.81	2.45	1	5
	8-12Yrs	17	2.35	.702	.170	1.99	2.71	1	4
	>12 Yrs	3	2.67	.577	.333	1.23	4.10	2	3
	Total	75	2.25	.773	.089	2.08	2.43	1	5
Employee Engagement	0-4 Yrs	25	1.96	.676	.135	1.68	2.24	1	3
	4-8 Yrs	30	2.17	.747	.136	1.89	2.45	1	4
	8-12Yrs	17	2.35	.996	.242	1.84	2.87	1	4
	> 12 Yrs	3	1.67	.577	.333	.23	3.10	1	2
	Total	75	2.12	.788	.091	1.94	2.30	1	4
Leadership & Development	0-4 Yrs	25	1.92	.954	.191	1.53	2.31	1	4
	4-8 Yrs	30	2.03	1.033	.189	1.65	2.42	1	5
	8-12 Yrs	17	1.94	.899	.218	1.48	2.40	1	4
	> 12 Yrs	3	2.67	.577	.333	1.23	4.10	2	3
	Total	75	2.00	.959	.111	1.78	2.22	1	5

leadership and development programmes organised by the company are less effective. The mean scores in Table 5 proves that the respondents having between four and eight years of experience were less motivated to performance management system and leadership & development programmes vis a vis those with greater than 12 years of experience.

Table 6 shows that the significance value of performance management, employee engagement and leadership and development at 0.603, 0.310 and 0.640 respectively which is greater than the p value 0.05 and hence, H2, H3, and H4 are accepted. The same results were obtained with the corresponding F values. Hence, there is a significant relationship between respondents' years of experience and their response towards performance management, employee engagement and leadership and

development. The study also proved that employees who have between four and eight years of experience were less motivated by performance management, leadership and development programme in the IT sector in the number of years of experience category. Employees with more than 12 years of experience were motivated to performance management, leadership and development programmes due to lesser number of employees under this category.

### Multiple Regression Analysis

Regression analysis between career development programme organised within the company and respondents' gender, age, educational qualification, annual income and years of experience.

In the output of regression model, the value of B gives all the coefficients of the model as follows:

Table 6  
ANOVA

Leadership and Development Attributes		Sum of Squares	df	Mean Square	F	Sig
Performance Management	Between Groups	1.131	3	.377	.622	.603
	Within Groups	43.056	71	.606		
	Total	44.187	74			
Employee Engagement	Between Groups	2.244	3	.748	1.216	.310
	Within Groups	43.676	71	.615		
	Total	45.920	74			
Leadership & Development	Between Groups	1.585	3	.528	.565	.640
	Within Groups	66.415	71	.935		
	Total	68.000	74			

$$Y = 1.149 + 0.027(\text{Gender}) + 0.076(\text{Age}) + 0.021(\text{Education Qualification}) - 0.182(\text{Annual income}) + 0.101(\text{Years of Experience}).$$

From the above equation, it can be inferred that the HR practitioners with greater than 12 years of experience have a good career development opportunities within the company than other category respondents. The best predictor variable is years of experience with a higher coefficient of 0.101. The annual income has a negative coefficient value in the above regression equation. Age, education qualification, gender, years of experience category variables have positive coefficient. The education category has a highest t-value 0.791 which is statistically significant.

The p-level is observed to be 0.023, indicating that the model is statistically significant. The  $R^2$  value is 0.169. The t-test for significance of individual dependent variable indicates that at the significance level of 0.05 (confidence level of 95%) only years of experience are statistically significant in the model. More experienced

HR practitioners gain importance in career development opportunities within the company compared with the income level of the individuals.

### Forward Regression Analysis

In the output of forward regression, the regression ends up with two out of five independent variables remaining in the regression model. The variables are annual income and years of experience of HR practitioners. This variable is statistically significant at 95% confidence level. F-test of the model is also highly significant and  $R^2$  value is 0.150.

$$Y = 1.282 - 0.144(\text{Annual income}) + 0.135(\text{Years of experience})$$

### Backward Regression Analysis

Backward regression analysis shows that annual income and years of experience of HR practitioners remain in the model in predicting effectiveness of career development programme organised by the company when compared with other independent variables. The independent

Table 7  
Multiple Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411	.169	.109	.348

ANOVA

Model	Sum of squares	Df	Mean Square	F	Sig
1 Regression	1.705	5	.341	2.809	.023
Residual	8.375	69	.121		
Total	10.080	74			

Regression Coefficients

Model	Unstandardised Coefficients		Standardised Coefficient	T	Sig
	B	Std Error	Beta		
1 (Constant)	1.149	.227		5.060	.000
Gender	.027	.083	.037	.326	.748
Age	.076	.071	.165	1.067	.290
Edu qualification	.021	.079	.037	.265	.791
Annual income	-.182	.049	-.484	-3.286	.002
Years of Exp	.101	.065	.233	1.537	.129

Table 8  
Forward Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.276	.076	.064	.357
2	.387	.150	.126	.345

ANOVA

Model	Sum of squares	Df	Mean Square	F	Sig
1 Regression	.770	1	.770	6.034	.016
Residual	9.310	73	.128		
Total	10.080	74			
2 Regression	1.511	2	.756	6.349	.003
Residual	8.569	72	.119		
Total	10.080	74			

Table 8 (continue)

*Regression Coefficients*

Model	Unstandardised Coefficients		Standardised Coefficient	T	Sig
	B	Std Error	Beta		
1 (Constant)	1.409	.109		12.871	.000
Annual income	-.092	.038	-.276	-2.456	.016
2 (Constant)	1.282	.117		10.919	.000
Annual income	-.144	.042	-.430	-3.444	.001
Years of experience	.135	.054	.312	2.496	.015

*Excluded Variables*

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
1 Gender	-.005	-.040	.968	-.005	.982
Age	.285	2.295	.025	.261	.777
Edu Qual	.059	.444	.858	.052	.718
Yrs of Exp	.312	2.496	.015	.282	.756
2 Gender	.024	.217	.829	.026	.972
Age	.172	1.195	.236	.140	.570
Edu qual	.085	.661	.511	.078	.714

variables are statistically significant at 95% confidence level. F-test of the model is also highly significant and R<sup>2</sup> value is 0.150.

$$Y = 1.282 - 0.144 (\text{Annual income}) + 0.135 (\text{Years of experience})$$

## FINDINGS AND CONCLUSION

Based on the research and survey conducted among middle level HR practitioners, it was found that respondents from the age group of 26-30 face higher level of stress at the workplace. Respondents from the age group of 36-40 face lower level of stress at work. There is a positive correlation between age and the level of stress towards work. This finding aligns with the findings of Chandraiah (2003), but contradicts with the findings of Sheldon and Denise (2012)

and Uma Devi (2011). From the analysis, it is clear that there is a significant association between educational qualification and their response to learning and development opportunities offered by the company. This finding aligns with the findings of Sturdy and Wright (2011). From the analysis it is clear that there is a significant variance between years of experience with performance management, employee engagement; leadership and development organised by the company. Respondents between four and eight years of experience were less motivated to performance management; leadership and development programme against the respondents' with more than 12 years of experience. The ANOVA reveals that employees with more experienced HR

Table 9  
Backward Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411	.169	.109	.348
2	.410	.168	.121	.346
3	.408	.167	.131	.344
4	.387	.150	.126	.345

ANOVA

Model	Sum of squares	Df	Mean Square	F	Sig
1 Regression	1.705	5	.341	2.809	.023
Residual	8.375	69	.121		
Total	10.080	74			
2 Regression	1.696	4	.424	3.541	.011
Residual	8.384	70	.120		
Total	10.080	74			
3 Regression	1.680	3	.580	4.734	.005
Residual	8.400	71	.118		
Total	10.080	74			
4 Regression	1.511	2	.758	6.349	.003
Residual	8.569	72	.119		
Total	10.080	74			

Regression Coefficients

Model	Unstandardised Coefficients		Standardised Coefficient	T	Sig
	B	Std Error	Beta		
1 (Constant)	1.149	.227		5.060	.000
Gender	.027	.083	.037	.326	.746
Age	.076	.071	.165	1.067	.290
Edu Qual	.021	.079	.037	.265	.791
Annual income	-.162	.049	-.484	-3.286	.002
Yrs of Exp	.101	.065	.233	1.537	.129
2 (Constant)	1.179	.195		6.037	.000
Gender	.030	.082	.041	.366	.715
Age	.082	.067	.178	1.224	.225
Annual income	-.156	.043	-.465	-3.602	.001
Yrs of exp	.097	.063	.223	1.526	.131
3 (Constant)	1.234	.124		9.983	.000
Age	.079	.066	.172	1.195	.236
Annual income	-.156	.043	-.467	-3.640	.001
Years of exp	.096	.063	.222	1.527	.131
4 (Constant)	1.282	.117		10.919	.000
Annual Income	-.144	.042	-.430	-3.444	.001
Yrs of exp	.135	.054	.312	2.496	.015



Table 9 (continue)

*Excluded Variables*

Model	Beta In	T	Sig.	Partial Correlation	Collinearity Statistics
					Tolerance
2 Education qual	.037	.265	.791	.032	.635
3 Edu qual	.042	.313	.755	.037	.647
Gender	.041	.366	.715	.044	.957
4 Edu Qual	.085	.661	.511	.078	.714
Gender	.024	.217	.829	.026	.972
Age	.172	1.195	.236	.140	.570

professional were motivated by performance management system, leadership and development programmes than the less experienced HR professionals. This findings align with the findings of Susan Abraham (2012), DeRue and Wellman (2009) and Van (2006). The Multiple Regression analysis reveals that the independent variables such as age, gender, education qualification, annual income and years of experience are statistically significant with career development opportunities offered by the company. This study found that experienced employees made use of career development opportunities compared with less experienced one. This finding aligns with the findings of Jennifer et al. (2004).

### IMPLICATIONS OF THE STUDY

Middle level HR practitioners act as a change enabler in the company by formulating and implementing strategies and policies related to recruitment, selection, induction process and performance management process. This study promotes the learning and development, leadership and development, career development opportunities for the

employees and addresses the issues related to grievances, disputes and conflicts at work place by focusing and controlling the attrition levels through effective retention plans and the strategies. Reducing the stress level for the employee is vital through counselling sessions, learning opportunities which lead to a hassle free environment. In particular, the management should consider the recommendations of younger and less experienced HR professionals during various decision making process which helps in greater motivation leading to better decisions. This research has helped to identify emerging issues and challenges faced by middle level HR practitioners. The study is limited to the IT companies in Karnataka, India, which can be extended to IT industries and other industries in India and overseas to get a fair understanding of emerging issues and the challenges faced by middle level HR practitioners.

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