Chapter 4

Facades of Attractive Employer in Indian IT Industry: Existing Employee Perspective

R. Saraswathy
National Institute of Technology, India

N. Thamaraiselvan
National Institute of Technology, India

B. Senthilarasu
National Institute of Technology, India

M. Sivagnanasundaram
National Institute of Technology, India

ABSTRACT

Despite advances in technology and major shifts in economy, people remain an organization’s most valuable resource. Human capital and intellectual assets make a difference to the competitive advantage of the firm in a knowledge-based industry. Employer Attractiveness (EA) is the prerequisite to attract and retain superior quality talent. Employer attractiveness can be defined as the envisioned benefits that a potential employee sees in working for a specific organization. This study empirically examines the elements of employer attractiveness in Information Technology (IT) industry from the perspective of current employees and determines the most attractive employer in the Indian IT industry. Results show that Indian IT employees valued economic factors, global opportunities, development factors, and application factors. Tata Consultancy Services (TCS) was the most attractive employer, followed by Infosys, Wipro, Polaris Software Lab and Hexaware.

INTRODUCTION

Indian Information Technology (IT) and Information Technology Enabled Services (ITES) industry has recorded tremendous growth and is regarded by developing countries the world over as a model for how they can leapfrog stages of industrial development. Being knowledge-based industry—the human capital and intellectual assets make a difference to the competitive advantage of the firm. In the quest for manpower companies are cajoling talent around the world. Global expansion in mar-
Facades of Attractive Employer in Indian IT Industry

The article is structured as follows: This paper begins by giving an overview of IT industry in India. The next section presents the literature review; we then introduce and define the concept of employer attractiveness and the methodology used is elaborated. Implications of the approach are then considered, limitations noted and future research direction outlined and closes with a conclusion.

Overview

Information Technology (IT) industry has definitely been one of the primary drivers in shaping India as one of the emerging economic superpowers. The Indian IT recorded revenues of US$60 billion in fiscal 2009-2010, registering a 25% growth. The IT industry has been performing at a staggering rate of growth of about 50 per cent every year and has sustained global competition. The sector can be classified into 4 broad categories - IT Services, Engineering Services, ITES-BPO Services, and E-Business. Along with abundant growth opportunities, IT sector is one of the highest paying sectors. There is a tremendous demand for trained personnel in IT sector. According to the NASSCOM-McKinsey report, by the end of 2010 the Indian IT and BPO services industry would directly employ approximately 2.3 million people, besides providing indirect employment to another 6.5 million workers.

According to a National Association of Software and Services Companies (NASSCOM) report, ‘Strategic Review 2009’ direct employment is expected to be about $1.9 million in the Indian IT industry. The IT industry is currently facing a dearth of talent. Engineers are in high demand in the sector as most of the jobs require extensive mathematical skills as well as logical and analytical abilities. However, most technical people lack good soft skills, and verbal and written communication skills. An aspirant in the industry who has a combination of both these sets of skills can find himself or herself in an advantageous position even at entry level. The two most important...
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