ROLE OF HR PRACTICES IN ENHANCING ICT SKILLS IN GRADE A CITIES OF INDIA

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ABSTRACT

This research work focuses on the analysis of HR practices listed as team building, empowerment, performance appraisal, pay system, supervisor's guidance, work environment, reward system, recruitment, training, strategic development of staff, creativity of employees and knowledge sharing on enhancing the Information and Communication Technology (ICT) skills of the employees of Information Technology (IT) industry in Grade A cities of India. The current research paper is an empirical study. Total 388 respondents from 6 IT companies (as per NASCOM 2011-12) of Grade A cities (Delhi, Mumbai, Chennai, Bangalore, Hyderabad and Kolkata) of India have been taken to examine the objectives. The findings of the study are that each HR practice equally helps in enhancing ICT skills of employees and therefore should be focused more in IT organizations.

Keywords (in alphabetical order): *Grade A cities, Information and Communication Technology skills, Information Technology Organizations, Human resource practices.*

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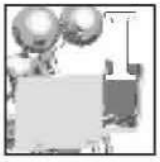
INTRODUCTION

HRM practices

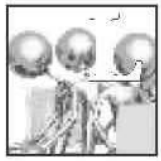
"Human resource management (HRM) is defined as the productive use of people in achieving the organisation's strategic business objectives" Stone, 1998

Human resource (HR) is significant input in the production process. Although the motive of HR is not limited to only compensation management, organisations handle employees through establishing human resource (HR) departments in a functional organisational structure (Fong, C-Y. et al., 2011). Human resource management (HRM) practices play authoritative role in building and nourishing organisational performance (Becker B. and Gerhart B., 1996). HR practices such as training, teamwork or incentives should be implemented for knowledge creation and knowledge sharing in organisations that in turn enhance ICT skills (Currie, G. and Kerrin, M., 2003; Cabrera, E.F. and Cabrera, A., 2005; Chen, C-J. and Huang, J-W., 2009) and should be more specifically adjusted to exploration initiatives (Donate, M. Javier and Guadamillas, F., 2011). According to Ulrich (1997), human resource management (HRM) plays vital role for competitiveness of many firms in spite of their sizes. For organizations HRM is a key to prepare the human assets that effectively contributes to the operations to accomplish the organizational goals. Lado and Wilson (1994) suggested that HRM practices can contribute to a firm's competitive advantage by facilitating development of competencies and organizational knowledge creation. Guest (2002) also suggested that investing in the appropriate HRM practices enhances commitment of employees.



MPORTANCE OF ICT SKILLS AND ROLE OF HR PRACTICES IN ENHANCING ICT SKILLS

As per the report by OECD (2012), Information and Communication Technologies (ICT) are progressively laying the foundation stones of every sector of modern economies. Promoting ICT skills and employment now-a-days has become an important goal for policy makers to harness the economic and social potential of these technologies. The infiltration of information and communication technologies (ICT) across all economic sectors along with changing business models, has induced "skill-biased organizational and technological change" (de Grip &Zwick, 2005; Green, 2009; Machin, 2001) and is affecting the employability and turnover by demanding more technology effectual skills from workers (OECD, 2012). ICT training increases the individual's self-efficacy when they go for job interviews and secure positive placement outcomes (Yvonne Loh, 2013). ICT-skilled workforce is well thought-out strategic asset that spurs economic growth, promotes competitiveness, and improves business productivity. A nation's economic wellbeing depends on both "the effective use of ICT for businesses and industrial processes and the knowledge, competencies, and skills of current and new employees" [European Commission, 2004, p. 2].ICT transforms the society and makes it a knowledge society. The diffusion of ICT in an array of economic activities is not only across various sectors, but also, athwart different types of jobs. It has been proved by various authors that these ICT skills are an entry ticket for getting a job in IT-intensive industries today. The rapid pace of technological development in the new knowledge economy has emerged gradually more powerful ICTs and escalating demand on workers with advanced (ICT) skills. This is also supported by Hull (2003) by his statement that "those employees who cannot access necessary information and training, and cannot keep up with technological revolution will be left behind and vulnerable, as knowledge economy has already wreaked havoc in unskilled and semi-skilled employment". That is why Green (2009) and Machin (2001) contended that workers in a broad multiplicity of fields have had to adapt and incorporate ICT into their jobs. These changes amplify the intricacy of skills required by today's workforce and threaten the position of low-skilled workers "when they do not succeed in adjusting their skills according to the required changes in the skills demanded in their job or sector of industry" (de Grip &Zwick, 2005, p. 6).



ITERATURE REVIEW

In the research report by Expert Group on Future Skill Needs (2012) it is emphasized that "the supply of high-level ICT skills is important in terms of meeting current business demand and driving future demand, supporting new business growth and inward investment". Although there is abundant literature that has inspected the importance of ICT skills in today's economy but there is shortage of literature on the impact of HRM practices on ICT skills of employees. Some of the concrete findings are as below:

As per the ICT Workforce issues paper (2013), in a complex ICT environment marked by peaks and troughs in recruitment activity, increased outsourcing, and the provision of complex, services, employment and career pathways in ICT have become increasingly diverse. Many high-skilled ICT workers source education from a variety of informal sources including specialist camps focusing on recent technological developments to ensure that they remain competitive in the employment market. Conversely, ICT workers with low-to-medium skills and qualifications are often required to undertake contract work that is vulnerable to outsourcing and off shoring. Maria Garridoet. al. (2009) specifies the types of ICT skills in their work as Industry specific, project-based and skill-based ICT skills. Industry-specific ICT training refers to "training in which ICT skills are tailored for specific sectors of the economy" (tourism, legal services, health, etc.). In these skills, ICT training also integrates other types of skills that are pertinent for a specific sector (for example, customer service skills for the tourism industry). Project-based ICT training is a training which is entrenched within a locally relevant purpose and in the context of social issues. For example, employees learn how to use SAS for different projects. However, it is less likely to yield employability outcomes if the training materials are too broad or too generic. Skills-based ICT training refers to stand-alone training on ICT applications without integrating any social purpose into the training. This training is the least adapted of the three, and invariably the least engaging and

least effective curricular model in relation to employability. Leppimaki, Sami (2004) analyzed that ICT is nowadays incorporated into various sectors of economy. It has become an integral part of business now. Every business needs multitalented professionals with ICT skills as most important, and this can be possible only if employees have right attitude and willingness to learn new things. To motivate employees effective HRM practices are needed, thus when planning ICT education and training, the above mentioned results should be remembered. Due to the extensive importance of ICT skills, Information and Communication Technology (ICT) sector is heavily investing in HR practices to retain and motivate the IT professionals who are the assets for any organization (Samgnanakkan, 2010). This is in line with Maria Garridoet. al. (2012) who emphasized that developing ICT skills, blended with the training experience, can enhance employability in numerous ways as these not only develop basic digital proficiency but also help reinforcing their confidence and their ability to endure learning. Marianne Kolding and Vladimir Kroa (2007) studied European workforce of educational institutes and indicate a labour market which needed more enhancement of ICT skills irrespective of the job function. The author has also emphasized that with changing times, the demand for more sophisticated skills such as e-business skills and industry-specific applications (including technology based devices) may not be met as the organization neither has time and money, nor the inclination to provide their existing employees with the necessary training and therefore it is an indicative of a fissure which would need immediate attention in terms of workforce preparation to meet the growing ICT demands and challenges.

The influence of HR practices in molding individuals to these new roles is evident in the description of aesthetic labor outlined above, in particular the way in which the notion of "skills " is changing to encompass a wider range of attributes. The types of skills and competencies that are developed through the HRM system are not necessarily high level skills but are anticipated to fuel the knowledge economy. These new types of skills might be perceived as complementing rather than replacing technical and social skills (Nickson et al., 2003). Yet, as Grugulis (2007: 69) points out "it may not be possible to change an employee's soft skills and, when all training focuses on behavioral qualities, may deprive them of opportunities to learn technical skills which might provide more career advantages."Kathy Monks et. al. (2010) also studied that variousHR practices (job design, performance management and training and development) were used to manage ICT staff that was professionally and technically qualified in their holding.

ATIONALE OF THE STUDY

Effective human resource management practices are one of the imperative needs of the organizations to gain competitive advantage and a necessity for the employees to be productive in today's business environment. Productivity of employees does not mean to produce abundantly or yield favourable or useful results as per the organization but to enhance their skills so that these skills can be utilized further. Satisfaction of the organization from the productivity of employee should be supplemented with the satisfaction of the employee from their skills and self assessment. This can only be done by enhancing their ICT skills in the organization. Among the various skills, ICT skills are the most imperative one; as these skills help in effective communication which acts as a neural system of any sector. This can be elucidated with the assistance of existing literature that promotes motivation, alters individual's attitude, helps in socializing and assists in controlling process. In this research paper, the authors have identified that as communication is enhanced by using effective HRM practices, similarly ICT skills too can be improved by using effective communication. The existing literature review propounds that there are various HRM practices that affect the performance of employees by affecting their skills in different sectors; but rare evidence is found for the role of HRM practices in enhancement of ICT skills. The challenging aspect of HRM practices which is addressed in this research paper is the overarching question of the role of various HRM practices in enhancement of ICT skills of the employees of various IT companies in India. The authors have further added more HRM practices other than the practices studied in existing literature and have identified that these HRM practices create value among the employees by augmenting the various ICT skills. The authors have also analyzed the harmony between the HRM practices and ICT skills.

Research Objectives:

1. To identify the relevant HRM practices implemented in IT companies of Grade A cities of India.
2. To identify the required ICT skills to be present in employees of IT companies of Grade A cities of India.
3. To examine the relevance of ICT programs implemented in IT organizations of Grade A cities of India.
4. To study the impact of HRM practices on ICT skills of the employees of IT organizations of Grade A cities of India.

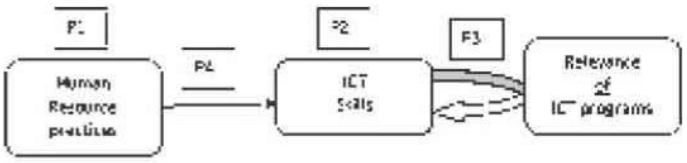
ESEARCH METHODOLOGY

Data Collection

Multistage sampling is used in the current research study. More than 100s of IT companies are present in whole India. The authors have focused on Grade A cities (Delhi, Mumbai, Chennai, Bangalore, Hyderabad and Kolkata) of India to probe the various objectives of this study. At the first stage, sample of 6 IT companies have been taken whose corporate headquarters are located outside India, but have significant India-centric delivery capabilities, and have not shared their India-centric revenue figures with NASSCOM. If they have had, they would also have been appeared in the top 20 ranking of NASCOM 2011-12, based on their India revenues (as per NASSCOM Resource Centre).The reason for selecting these 6 IT

companies is that their various regional offices are in selected Grade A cities. Then at the second stage, departments of the organization have been selected. The basic 4 departments are chosen that take care of 90% of firm's work. These departments are HR, Operations, Marketing and sales and IT departments. At the final stage of multistage sampling, employees from these departments have been selected. Although sample of 400 employees was targeted but analysis of 388 respondents has been done due to incomplete questionnaire. These employees (respondents) have been selected irrespective of gender (by using convenience sampling). The research design is empirical in nature. This includes surveys, fact-findings and .theorising new knowledge. Data for current study has been obtained mainly from primary sources (using questionnaire) along with secondary sources. Primary sources include discussion with the employees of IT companies from various parts of the country (mentioned above) and filling up of questionnaire developed for the study. Questionnaire was divided into 4 parts to have the information for each objective and Likert scale is used to seek responses. Questions with checklist has been used to identify the required ICT skills to be present in employees of IT companies and to examine the relevance of ICT programs implemented in IT organizations of Grade A cities of India. Further to study the impact of HR practices on ICT skills of the employees of IT organizations Likert Scale is used. By means of survey and interviews, this empirical research paper aims at clarifying the role of HRM practices in enhancing the ICT skills of the employees. Secondary sources include internet, websites of various IT companies etc.

Conceptual Framework



Where

Preposition 1 (P1) is various HR practices implemented in IT companies of Grade A cities of India.

Preposition 2 (P2) is relevant ICT skills to be present in employees of IT companies of Grade A cities of India.

Preposition 3 (P3) is Impact of ICT programs implemented in IT organizations of Grade A cities of India on the employees.

Preposition 4 (P4) is the impact of HR practices on ICT skills of the employees of IT organizations of Grade A cities of India.

Hypothesis Formulation

H0: ICT programs implemented in IT organizations of Grade A cities of India have no impact on the development of the employees.

H0: HR practices have no significant impact on ICT skills of the employees of IT organizations of Grade A cities of India.

ATA ANALYSIS AND FINDINGS

To identify therelevant HR practices are implemented in IT companies of Grade A cities of India.factor analysis (using SPSS) has been executed and the first set of results appear in the form of rotated component matrix explained in Table 1 as the Factor loadings of these independent HRM practices are extracted. Extraction Method used is Principal Component Analysis and Rotation Method used is Varimax with Kaiser Normalisation.

By analyzing the Table 1 (extracted from various SPSS Tables) of rotated components, highest factor loadings in a particular component are combined together to form various factors that are defined in Table 2

Table 1: Rotated Component Matrix

	Component			
	1	2	3	4
Team Building	.076	.949	-.137	.007
Empowerment	.949	.005	-.064	.059
Training	.971	.120	-0.79	.118
Performance Appraisal	.022	.095	.243	.614
Reward System	.084	.107	-.036	.773
Pay System	-.009	-.112	-.101	.843
Supervisor guidance	.617	-.004	.207	-.082
Work environment	-.017	.941	.006	.080
Recruitment	.022	-.172	.847	.159
Strategic Development of staff	.929	-.025	-.112	.110
Creativity of employees	-.054	.013	.837	-.075
Knowledge Sharing	.901	.235	-.046	.073

After combining the various independent HR practices (variables) various factors are extracted. It is seen that together empowerment, training, supervisor's guidance, strategic development of staff and knowledge sharing form one factor (Factor 1) as they are very much interlinked together. Empowerment gives the employees a boost to take the decisions, training helps them to enhance their technical skills, supervisor's guidance complement their work, strategic development motivates them and knowledge sharing helps them to gain more innovative knowledge. Thus, all identified HRM practices help in the development of employees. Factor 2 has team building and work environment as variables as these also complement each other. Work environment or work culture affects the team relation. For Example, people from different parts of the country with different languages may not be able to form one team but if they all are comfortable with each other's language they can give competent ideas. Factor 3 has creativity and recruitment as variables; this may be because organizations may recruitment those individuals who are creative in their approach so that they can help in gaining competitive edge to the organization. Factor 4 has all the monetary and non-monetary rewards that motivate the employees to have cut-throat competition. Summary of these factors with factor loadings taken from Table 1 is shown in Table 2.

Table 2: Summary of factors extracted

Factors	Variables	Factor Loadings
Factor 1 (Factors help in development of employees)	Empowerment	.949
	Training	.971
	Supervisor's guidance	.617
	Strategic development of staff	.929
	Knowledge Sharing	.901
Factor 2 (Team oriented environment of organisation)	Team building	.949
	Work environment	.941
Factor 3 (Recruitment)	Recruitment	.847
	Creativity of Employees	.837
Factor 4 (Monetary and Non-monetary rewards)	Performance Appraisal	.614
	Reward system	.773
	Pay system	.843

After identifying the HRM practices being practiced in IT organizations under study, the reliability of these constructs. Reliability of the factors has confirmed using the Cronbach's Alpha reliability analysis.

Table 3: Reliability statistics

Factors	Cronbach's alpha coefficient
Factor 1 (Factors help in development of employees)	0.916
Factor 2 (Team oriented environment of organisation)	0.899
Factor 3 (Recruitment)	0.864
Factor 4 (Monetary and Non-monetary rewards)	0.986

The above Table (Table 3) demonstrates satisfactory reliability since the Cronbach alpha scores for each construct exceeds 0.70 which is the minimum acceptable value.

Further analysis of various HRM practices is done by descriptive statistics (using SPSS).

Table 4: Descriptive Statistics

Factors	Mean	Standard Deviation
Factor 1 (Factors help in development of employees)	3.87	1.084
Factor 2 (Team oriented environment of organisation)	3.77	1.068
Factor 3 (Recruitment)	3.61	1.261
Factor 4 (Monetary and Non-monetary rewards)	3.85	.843

Table 4 presents the result of descriptive statistics of all newly emerged factors. From the results it can be found that Factor 1 (empowerment, training, supervisor's guidance and strategic development of staff) has the highest mean, it suggests that these dimensions of factor 1 are highly practiced in IT organizations. Factor 3 (recruitment and creativity of employees) has got lowest mean signifying low attention of management towards these practices. Tabassum A. (2011) supported that the basic recruitment techniques do not create any value and suggested the use of creative recruitment techniques to catch the highly competent candidates who will be eligible for the job and perfect for the organization. Right recruitment technique is imperative to have right candidate with competitive knowledge. This thought is supported by the finding that an organisation if wants to maximize the best pool of candidates must quickly and cost economically recruit and select at priority; recruitment techniques have to increase their efficacy (Kleiman, L.S., 2005 cited by Tabassum, A., 2011), and IT organizations have to take care of their recruitment and selection process as human resources are the backbone of IT organizations.

Results show that empowerment, one of the dimensions in factor 1 is also highly practiced in IT organizations and is supported by literature well. Kahreh, MS., Ahmadi, H. and Hashemi, A. (2011) suggested that empowerment of employees helps in sprouting more superior, innovative and creative ideas, products or services. Therefore, to increase effectiveness and create more value of IT services, management should keep the same trend and pay attention on empowerment of their employees, along with the already existing practices of empowerment. This can also be done by creating sovereignty and establishing self-directed work groups.

Factor 3(recruitment and creativity of employees) has the highest Standard Deviation showing that respondents are having varied responses thus difference in perception for this factor. This can be associated with the complex hiring process being followed at IT organizations. Factor 4 (performance appraisal, reward system and pay system) having lowest SD shows that respondents are clear in their mind with respect to their career development procedures at IT companies. This result indicates that the IT companies are moderately fair and transparent in their approach towards employee performance and reward. Previous work of Ruwan, A. 2007, contended that performance appraisal and reward plays a vital role in improving companies operations by increasing efficiency in line with Ahmad, S. and Shahzad, K. (2011) who asserted that financial rewards and compensation have positive impact on influencing performance of employees. Also, promotion ensures the career development focus by the organization and at the same time helps to improve the employee morale (Jackson, J. H. & Mathis, R. L., 2005 cited by Tabassum A., 2011).

1) To identify the required ICT skills are needed in employees of IT companies of Grade A cities of India.

Table 5: Cross tabulation for department and skills to be present (as expected by employees)

Department	General basic skills (like use of printers etc)	Word Processing skills	Presentation skills	Spreadsheet skills	Database skills	Graphic skills	Internet skills	Total no of respondents (from each department)
HR	53	32	32	37	21	36	55	56
Marketing Sales	60	62	63	61	37	58	52	64
Operations	57	50	18	28	21	37	17	59
IT	208	206	186	198	199	164	202	208
Other	1	1	0	0	1	0	1	1
Total	379	351	299	324	279	295	327	388

Table 6: Cross tabulation for department and skills present in employees (as per their perception)

Department	General basic skills (like use of printers etc)	Word Processing skills	Presentation skills	Spreadsheet skills	Database skills	Graphic skills	Internet skills	Total no of respondents
HR	41	24	12	7	21	36	34	56
Marketing Sales	21	34	63	61	37	58	52	64
Operations	26	50	18	28	21	37	17	59
IT	202	158	129	113	123	158	209	208
Other	1	1	0	0	1	0	1	1
Total	291	243	210	202	182	253	279	388

Table 7: Gap identified using Table 5 and Table 6

Skills	Expectation of employees	Actual capable employees	Gap between responses
General basic skills (like use of printers etc)	379	291	88
Word Processing Skills	351	243	108
Presentation Skills	299	210	89
Spreadsheet Skills	324	202	122
Database Skills	279	182	97
Graphic Skills	295	253	42
Internet Skills	327	279	48

It can be interpreted from the results of Table 7 (derived from Table 5 and Table 6) that IT companies still have to bridge a gap between the expectations for ICT skills and the actual capabilities of their employees. This has also been stated by Marianne Kolding and Vladimir Kroa (2007) in their research on e-skills in Europe. The identified gap can be bridged by extensive training and inspiring employees for team work. This is in line with the finding that the adoption and use of ICT skills and to maintain a professional relevance, it is imperative that employees endure a process of continuous learning and training within the organisation (Sambrook, 2003; Agostinhoet *al.*, 2002).

Further the most demanded skill for the employees at IT organizations has been analyzed using descriptive statistics

Table 8: Descriptive Statistics

ICT Skills	Mean	Standard Deviation
General basic Skills (like use printers etc)	3.43	.461
Word Processing Skills	3.02	.669
Presentation Skills	2.40	1.253
Spreadsheet Skills	2.92	.698
Database Skills	2.98	.766
Graphic Skills	2.40	.978
Internet Skills	3.41	.753

As per the report by The Department of Communications, Information Technology and the Arts, Australia (2006), the skills required in IT organizations vary considerably. These range from very specific in-depth technical knowledge and expertise to broader technical ability alongside good interpersonal and project management skills. Table 8 clearly depicts that general basic skills and internet skills are the most demanding ICT skills in IT organizations as they have the highest mean of 3.43 and 3.41 respectively. Following these word processing skills, database skills and spreadsheet skills are also demanding in IT organizations. Marianne Kolding and Vladimir Kroa (2007) supported this with their findings that basic ICT skills include use of email, basic word processing and spreadsheet applications.

General basic skills having the lowest standard deviation show that employees are well aware that these skills are imperative for any designation or job profile in IT organizations. In addition to ICT skills, employers also emphasize the importance of other competencies that increasingly play a role in the hiring and promotion decisions of employees at the workplace. Skills such as teamwork, collaboration, communication, etc., are among those abilities that employers seem to value (Chapple, 2006).

Presentation skills have the highest standard deviation. This shows that employees are not very clear whether these are important or not. It can probably be as there are some designations where employees work on technical front and the presentation of the work is given by leaders.

2) To examine the relevance of ICT programs implemented in IT organizations of Grade A cities of India.

H0: ICT programs implemented in IT organizations of Grade A cities of India have no impact on the development of the employees.

Ha: ICT programs implemented in IT organizations of Grade A cities of India have significant impact on the development of the employees.

Table 9: Correlation between ICT programs implemented in IT organizations and their impact on development of employees.

Independent variables Training or ICT Programs conducted in the organizations effects the following:-	Dependent variable ICT programs implemented in IT organizations enhance the ICT skills of employees
Performance / Productivity	.871 **
Attitude	.469 **
Job Satisfaction	.684 **
Customer Satisfaction	.569 **
Customer Delivery	.741**
Motivation Level	.619**
Growth Opportunity / Career Advancement	.912**
Knowledge Capture	.903**
Knowledge Dissemination	.901**
Better Understanding of Organization Process	.761**

(* - significant at 5% level; ** - significant at 1% level)

Results in Table 9 depict that ICT programs if implemented in IT organizations will help the employees in their career advancement. OECD (2012) also commented in their report that "employment in the ICT industry and employment of ICT specialist skills each accounts for up to 5% of total employment in OECD countries and ICT intensive-users account for more than 20% of all workers". Other than the growth opportunity, in future ICT skills will also help the employees in becoming more productive by efficient knowledge capture and dissemination which will lead to knowledge sharing, the phenomenon required to be competitive. Lin, H.F. (2007) also highlighted that the synergistic effect of collective wisdom and long run sustainable competitive advantage can be enjoyed by the firms through boosting the process of knowledge sharing because it accelerates the generation of new and improved ideas, processes, products and services.

With this H0 is accepted that ICT programs if implemented in IT organizations helps the employees in getting competitive advantage by developing their technical and strategic skills

3) To study the impact of HRM practices on ICT skills of the employees of IT organizations of Grade A cities of India.

H0: HR practices have no significant impact on ICT skills of the employees of IT organizations of Grade A cities of India.

Ha: HR practices have significant impact on ICT skills of the employees of IT organizations of Grade A cities of India.

To find the impact of HR practices on ICT skills of the employees of IT organizations of Grade A cities of India, correlation (using SPSS is executed) by having "ICT skills are important for development of employees" as dependent variable. The correlation values are shown in the Table below (Table 10)

Table 10: Correlation between HRM practices and their impact on ICT skills of employees

Independent variables	Dependent variable
Higher level of Team Building enhance ICT skills of employees	.073
Higher level of Empowerment enhance ICT skills of employees	.085
Extensive Training enhance ICT skills of employees	.983**
Fair Performance Appraisal and Reward System enhance ICT skills of employees	.529*
Appropriate Supervisor Guidance enhance ICT skills of employees	.964**
Higher level of Safe and Comfortable Work Environment enhance ICT skills of employees	.889**
Selective Hiring helps in enhancing ICT skills of employees	.786**
Appreciation for Creative Thinking enhance ICT skills of employees	.017
Knowledge Sharing helps in enhancing ICT skills of employees	.915**

(* - significant at 5% level; ** - significant at 1% level)

Further Table 10 reports that extensive training, supervisor's guidance and knowledge sharing are highly correlated with the enhancement of ICT skills of employees. Ipe, M. (2003) has also highlighted that training is an important practice in the context of development of employees. On the contrary, several organisations do not train their employees adequately in the skill of ICT (Neville, 2004). This is sometimes due to the: (a) mobility of employees, (b) expense of providing training and (c) loss in productivity when employees are absent for training purposes (Neville, 2004; McCormack and Jones, 1997). It appears that organisations face the difficulty in developing and implementing adequate ICT training programs (Bocijet al., 1999). All these positive correlations show that more the HRM practices will be implemented effectively higher will be the enhancement of ICT skills of employees.

Finally H0 is accepted and it is not dubious to say that the more vigilantly human resource practices and ICT programs will be implemented, it will have more positive upshot on the ICT skills of the employees. ICT skills not only accolade the growth opportunities of the employees but also are needed to carve up their involvement in the organization.

ONCLUSION:

Human Resources and their skills are important assets for an organization as it is the only sensitive area where if an organization lacks, has to pay in form of low competitive advantage. In today's information age, it is imperative to engrain ICT skills as it benefits the employees in their career advancement and overall growth of the organization. From the results of the study it can be drawn that without ICT skills, particularly basic ICT skills, the employees growth is severely hampered when competing in the job market. There is a broadly held view, in fact, by the majority of those involved in the hiring process that a lack of ICT user skills would either disqualify or impair (at various degrees) a candidate for a position. Even a candidate's practical experience would not significantly improve his/her chances of getting the job without ICT skills. However, school leavers/graduates are even more vulnerable in hiring situations if they do not have ICT skills than are experienced employees, particularly since the largest gap between employers' expectations of ICT skill levels and actual ICT skill levels is among this group (Marianne Kolding and Vladimir Kroa, 2007). But it is not only the enthusiastic employees who are responsible for gaining ICT skills, the organizations should also compliment their effort by implementing ICT programs and training in organizations, specifically the IT organizations which survive on ICT skills. Other than the training there are some more HRM practices like supervisor's guidance, safe work environment, knowledge sharing and fair appraisals that motivate the employees to learn cross skills and better understand the organization's processes. Above described HRM practice like training will generate value for the organization only if employees are provided with access to a core set of online modules and funded providers would offer an employee the support of a tutor or learner support assistant, either face to face or at a distance/online. Further the organizational leaders have to take a strategic decision of employing trainers who have the skills to educate human resources in becoming ICT literate. These will be those who are qualified ICT teachers and will teach in more formal settings and it is expected to have a wide range of people to be involved in supporting the development

of ICT – including teachers of other subjects, intermediaries, volunteers, and digital mentors. Importance of ICT training cannot be neglected as developing ICT skills, especially in combination with the training experience itself, can advance employability in several ways. In addition to developing basic digital competence, the training helps expand and reinforce their social networks while imparting confidence in their ability to continue to learn. ICT training can also help overcome language barriers, a significant factor in finding employment. The process of language acquisition can be facilitated through ICT in various ways, including e-learning as well as the informal learning that occurs in digital literacy courses.

Finally it can be concluded that present research work will provide an insight to the IT industry on various dimensions of HR practices and ICT skills for enhancing ICT skills of employees of the Grade A cities of India and conceptually contribute to the academia for understanding the relationship and relevance between ICT skills and HR practices. Future scope of the current research include the conduct of studies on relationship between ICT skills and HR practices in other industries for better understanding of the concepts highlighted in the current research paper.

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