SHARMA AND VARMA**P.Shalini****Vinitha Rao****Abstract:**

Vineet Sharma, Head, HR (Recruitment Director) at XYZ IT Company, had reached home after an office meeting with his superior Ajay Varma, the Chief Human Resources Officer (CHRO) of XYZ IT company. However, the incidents of the meeting were still recurring in his mind. Vineet was feeling very distressed, and in that state, he resolved to take a decision that was lingering in his mind for quite some time. He would leave XYZ IT Company. Although he was elated because he had offers to fall back, Vineet was also quite sad to leave this organization where he had spent many years growing in career.

Key words: Attitude, IT Industry, Challenges, HR Department

HR in the dynamic IT Industry

The fast developments, innovation, and severe competitive dynamics of the Information Technology industry necessitate the Human Resources department to play a pivotal function. The Indian technology industry's competitive nature compels the HR departments to accommodate changes and conform to their expectations. The key to any business's sustainability is highly reliant on making the workforce adapt to the advancements. HR should lead to this change.

The rapid advancement in Information technology over the last two decades has demanded a change in its HR function too. At the same time, organizations realize that to concoct for the imminent is to invest in technology and its community; HR act as a collaborator of technology and a critical enabler in talent management. HR today are weighing and executing the technology platform to organise their ever-challenging HR functions. The technology platform chosen should be a judicious and a right one to urge and sustain change in the challenging environment. These initiatives will help the HR to keep abreast of the new developments so that it can be implemented in their Learning and Development programs to keep their community ready to face challenges of the environment. HR in these situations confront many challenges from their own community or people. The top management always comes to the rescue of HR by endorsing these changes in technology and automation of HR practices. This decade has been the most disruptive periods with reference to the HR technology.

Everything is changing and swiftly—including the technology innovations HR experts use, the encounters those frameworks convey, and the programming software used—making a significant change to the conventional HR systems to appear obsolete.

Today, companies use HR automations tools for evaluating performance management, employee engagement, workforce management, recruitment and selection, screening and testing and tracking their performance through recruitment management systems. The success of the HR functions in an organisation is directly related to the technology platform used. The motto should be "keep it simple, keep it straight," for the workforce to readily adopt the change without feeling hassled by too much complexity and jargon.

The success of the HR function is directly associated with its alignment with the overall business objective. Thus, the best practice must be highly relevant to the organization's vision and organization. Eventually, it is the business performance that matters most in the cut-throat competitive environment.

Attitudes play an essential role in job satisfaction and employee engagement. The attitude comprises three components cognitive, affective, and behavioral. The employee gives an opinion or feeling when he says, "I like my job, like my company and boss. Here he gives an opinion on three things which will make him stay in that company. The statement may look simple but underlying reasons may be tricky. The same may hold good for the negative feelings of the employees towards their boss(Stephen P Robbins,Timothy A.Judge,Neharika Vohra 2019) .

Employee's perception of bias will result in angry and burnout, which will also lead to attrition. In US, the attrition costs the cost involved in recruitment, training. The employee may feel angry, sad, and do not feel worthy of the company. ([Sylvia Ann Hewlett](#),[Ripa Rashid](#), and [Laura Sherbin](#) 2017).

Research on employee attitudes has revealed that "Manager influence Tactics" affect employee turnaround and whether employee engagement mediates this relationship. The current research supports the prevailing folk wisdom that employees leave managers and identifies specific behaviors that clarify how managers affect employee turnover (Reina CS, Rogers KM, Peterson SJ, Byron K, Hom PW 2018).

XYZ IT Company

XYZ IT Company is also going through similar challenges in its HR area. Its HR department's structure has four subunits, specifically Recruitment, BU, Learning & Development, and Administration. Each unit is administered by separate personnel, and there is a personnel who comprehensively administers all the divisions. The organization structure is in Exhibit No.1.

XYZ was considering expanding in developing new IT products, which gives it an edge and grow the business. These products needed different development skills than their existing profile. A foreign fund had agreed to invest in this venture. The CEO was very enthusiastic

about this and asked its CHRO Ajay Varma to develop a suitable organization and talent pool for this new division. The success of the IT business rests mainly on the quality of people for product development and marketing.

The HR function in XYZ

Ajay Varma is the Chief Human Resources Officer (CHRO) of XYZ IT Company who administers all the HR divisions. He joined XYZ about three years ago from another IT firm. Ajay Varma established himself very quickly as a go-getter and became the confidante of the top management. He has his dominating style and is prone to resentment if any organization employee criticizes his work. He tends to micro-manage all work and expects that all his direct reports complete any task in hand in a foolproof manner. His 'know it all' attitude and his response to his colleagues is extreme many times. He will be able to laud a person for their suggestions or opinions he acknowledges, while at the same time, he can demotivate a person by ridicule if he finds their views different than his. Everyone did not tolerate Ajay's behavior, and some employees went to the extent of leaving the organization within a few months of joining. The employee turnover rate at XYZ, particularly in the HR department, has been higher than the industry average in the past few years. Despite such an attitude and behavior of the CHRO, the management of XYZ IT company regarded Mr. Ajay highly as he could get high productivity in the Company. Irrespective of the stress, people working under him undergo the final contribution of Ajay's team towards the company progress.

The presumptuous nature of the CHRO was indeed posing a drawback. His attitude that "I am the decision-maker and I do the way I want to do the things because the outcome is more important than protocol" had agonized many HR department employees. The CHRO's tendency to micromanage demotivated most of the employees in the HR department; his know it all attitude has dissuaded people in the organization from coming up with innovative ideas. Employees mentioned he has become so engrossed in day-to-day operational activities that he ignores his colleagues' emotional conditions. There was burnout in the HR department due to his attitude and people blaming each other, and employees in the HR department were leaving the organization. Ajay attributed this to their incompetence and defended his style. The modus operandi of the CHRO has a significant influence on the team's performance.

Vineet Sharma is the Head HR of recruitment, who is a direct report to Ajay. He had been with XYZ for more than 15 years and had risen from the ranks, starting from an Assistant Manager in the HR department and had handled various responsibilities. He had become the Recruitment Director before Ajay joined XYZ.

Vineet's style was very different from Ajay's. He had an attitude to listen to his team members and showed concern for his subordinates. He had a friendly approach. As a recruitment director, he ensured that every new joiner in the Company had a pleasant experience of joining and supported them personally until they settled in their jobs. He kept in contact with them and enquired about any problems faced by them. He would treat everyone equally with dignity and

full respect and therefore liked by many in his HR department and other departments. Vineet was also getting a feeling that Ajay somehow resented this and used occasions to show him down.

Why does Vineet Sharma decide to leave?

During a meeting that Ajay summoned by with all the HR heads and their teams to address the high priority issue of preparing the HR plan for XYZ IT Ltd to enter into the new product segment, Vineet Sharma gave some of his ideas for attracting people from a similar set-up. Ajay Varma did not like his idea and ridiculed him for sharing his thought process. He particularly commented that despite so many years in XYZ, Vineet had not understood the Company's policies of developing in-house employees. Vineet was aware of people's talent and skills within the Company and had matched the job specifications of the new roles with some potential internal candidates, but did not find a good fit. He convinced that external recruitment would help develop the new business quickly. Despite knowing Ajay Varma's attitude, Vineet felt deeply embarrassed this time for being humiliated in the entire HR department's presence, which caused him much distress. This incident elicited insecurity in him. He felt that he felt less significant in the organization.

This was not the first incident that caused Vineet Sharma to think about his career at XYZ Ltd. In another occurrence, Ajay Varma recruited two new people to assist Vineet Sharma. These recruits were the direct reports of Vineet Sharma. During a particular instance, Ajay Varma assigned work to one of the recruits directly without informing Vineet Sharma. Vineet later found out that one of the employees was somehow related to Ajay. Vineet had often observed that Ajay ignored his suggestions and had made decisions as per his choice without even consulting, which made him very unsecured. All such incidents led Vineet Sharma to think about his continuity at XYZ Ltd.

At times Vineet thought to raise the issues with Ajay Varma, but he was unsure how he would take it. The performance appraisal discussion between them used to be very formal. While Ajay gave him good ratings and acknowledged his work, he did not discuss much on the soft issues neither allowed Vineet to provide him with any feedback. Vineet also mulled reporting his discomfort to the CEO, but knowing how much the CEO trusted Ajay Varma, he felt it was not the right option and could land him in trouble.

Vineet was sure that staying longer in the HR department will cause severe mental stress on him. Although XYZ was a fast-growing company and he would rise in time, he was worried that staying in that environment will always cause conflicts with Ajay Varma and affect his work. Moreover, Ajay will not let him move up quickly. He needed to make a decision soon.

Exhibit

No.

1

Note: The names of the person and the Company's name is changed.

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