



CAREER PLANNING AND CAREER GROWTH OF EMPLOYEE OPPORTUNITIES IN IT SECTOR - AN ANALYSIS

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Abstract

The Information Technology (IT) industry is facing unending upheavals in the form of changing demographics of the workforce. Career aspirations of IT professionals are to be met through promotion policy by structured career growth plans available online. This dissipates the bustle to shift jobs and trigger to gel with the organisation. The employees' determined career planning should correlate with the organisations' career opportunities. The matching of individual career goals with those of organisation will add impetus to the job.

Key Words: Career, Growth, Employees.

Introduction

The IT industry is facing unending upheavals in the form of changing demographics of the workforce. Career aspirations of IT professionals are to be met through promotion policy by structured career growth plans available online. Nowadays, it is not just the pay package which moves the skilled employees but the various related HRD practices especially the learning and career opportunities planned for the employees in the organisation. The loyalty and commitment play a vital role as long as the employer remains employer of choice. Organisations should take a lead role in identifying innovative methods to attract and retain the multi skilled workforce. Organisation's capacity to meet employees' unique expectations is considered at the time of recruitment. The organisational requirements are kept in mind to absorb competent people and make effective use of their talents in accomplishing objectives. Providing scope for career planning through systematic career goals and the path to reach the goals are set, based on individual capabilities and aspirations matching with manpower planning in human resource development programme. This results in improved motivation among employees increasing commitment and developing people to fill future vacancies.

Objectives of the Study

- ❖ To analyse the views of IT employees on the career growth opportunities provided by the select IT Companies.
- ❖ To make appropriate suggestions for improvement of career growth opportunities in IT Companies.

Review of Literature

Magid Igbaria and Sidney R. Siegel (1993) - The results of the study showed that majority had already defined specific jobs they would like to hold in the near future. The four directions for their future career namely IS technical, IS management, business and consultant were clearly defined by them. It was concluded that career decisions and directions were related to some independent variables. Y. Sriram and Abhijit Bhaduri (1998) - the study was found that companies in the mature and growth



stage faced the serious challenge of retention and all companies need to provide for succession planning process. Abhoy K Ojha (2000) - The study evaluated the demographic characteristics under two perspectives one being the effect on turnover behaviour and the other on organisational commitment. The results indicated that the impact of age on organisational commitment was not significant, women seemed to be having higher level of commitment with flexible time schedules. Ranjan Das, Prashant Kumar and Amit Jain (2000) - A survey based on questionnaire was conducted among the CEO's of the select leading Companies in India. They realised the vital role played by human talent in shaping the future of the company. They also felt the need to revitalise the HR practices in terms of enlightened recruitment, explicit career path, cultivating ownership mentality, communication rich environment, training and competitive compensation and benefits. In the future, new business models emphasising capability building taking into account the changes were to be designed to remain in the market.

Career Selection

Individuals have several aspirations in their career selection. The present scenario of wide job opportunities and fascinating vistas in career opportunities pull them to undertake different challenging careers. Generally, the IT personnel have good inclination towards people management, soft skills and try to develop their ingenious skills by emerging as an effective contributor to their organisation. Among the employees of IT industry two career selection in the form of path and track are popular.

Path Selection

The respondents have expressed their opinion as to the path skills they would like to develop to pave advancement in their career. The two major paths are People Management, and Skill sets to be an effective individual contributor. The percentage analysis is used to check the level of acceptance of the path skill chosen by the employees.

Table 1.1 Frequency of Path Selection

Path	Frequency	Valid Percent
People management	243	45.00
Individual	190	35.19
No Opinion	107	19.81
Total	540	100.0

The sample unit consists of 45% of respondents agreeing to the improvement in the People Management and getting things done through the team as their career path, and 35.19% of respondents expressing their preference to develop skills individually based on technology or domain expertise. It is also found that 19.81% of respondents have no idea about path selection.

Track Selection

The people working for IT industry are career oriented and they contribute maximum towards accomplishing their targets set. The employees need to select the track for their future career. The track depends on choosing any one of the following options namely Technology, Domain, Management and Sales and marketing. The percentage analysis is used to verify the nature of track selection by the respondents.



Table 1.2 Frequency of Track Selection

Track	Frequency	Valid Percent
Technology	111	20.56
Domain	123	22.78
Management	159	29.44
Sales& Marketing	18	3.33
No Opinion	129	23.89
Total	540	100.0

The above table indicates that 29.44% of respondents are management oriented in the sample unit followed by 22.78% of employees preferring domain specialization and 20.56% technology track and a meager percentage is reflected in the sales and marketing track. 23.89% of respondents have not given their opinion as to track selection. The correct selection of the track based on the personal skills of the employees assures faster growth pace of the employee concerned, in the hierarchy, reaching heights.

Factors of Career Planning and Career Growth the Z test is applied to identify the parametric mean values to recognize the significance of career planning and career growth opportunities available to the employees in IT companies. The highly competitive market compels employees to acquire and update their knowledge and skills to move faster in the career path. The emphasis given to employees’ career aspirations and the fulfilment of their career plans in the organization are validated through the Z test as explained below:

The overall view about Career Planning

The respondents are asked to give their opinion regarding seven statements relating to Career Planning. The statements include the development of career plan path which can be accelerated through specialised skill sets and the employees’ capacity to move on to the next level. The respondents have given their opinion as to the existence of lean hierarchy which makes the upward movement faster. The employees’ views about organisation providing Training and Development and enhancing employee morale and motivation are also obtained. The respondents reflect upon the organisation facilitating the employees to reach higher and higher with increasing loyalty and retention among them.

Table 1.3 Opinion of Employees about Career Planning

Variable	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Career Planning 3.1	3.9606	.78541	.03402	28.237	.000
Career Planning 3.2	3.8462	.77482	.03356	25.212	.000
Career Planning 3.3	3.8856	.78761	.03412	25.958	.000
Career Planning 3.4	3.8049	.80144	.03471	23.186	.000
Career Planning 3.5	3.8762	.79688	.03452	25.384	.000
Career Planning 3.6	3.8499	.86710	.03756	22.629	.000
Career Planning 3.7	3.7805	.91079	.03945	19.784	.000

The table shows that the parametric mean values are greater than 3. It is keenly observed that the mean values range from 3.78 to 3.96. The application of Z test for the test value 3 is clearly displayed in the table.



The Z test revealed that all the test values are significantly greater than 3. This implies that the respondents have agreed with all the seven statements of Career Planning. So, it is concluded that the organisations provide for career plan path to the employees with high skill sets. They have agreed to the organisations’ strenuous effort in identifying the best employees and differentiating them from the average and poor performers. The organisations provide greater opportunities to the employees through Training and Development and reach higher levels with simple hierarchical structure. Organisational climate provides for increasing morale and motivation among employees to advance faster in their career. Organisations employ retention techniques to retain employees and provide scope for reaching higher in their career path.

The respondents’ views on Career Growth

The respondents are asked to respond to nine statements relating to Career Growth in their organisations. The respondents are given statements including the effectiveness and the impact of PAS on their career growth. The organisation’s provision of training, the process of follow ups and the policy of pay for performance is also included. The employees reflected on the compensation strategy and the pay increase in accordance with their growth in career. They are also asked to express their views on the advantage of job rotation and the organisational hierarchy to pave way for their career growth in their organisations.

Table 1.4 Opinion of Employees about Career Growth

Variables	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Career Growth4.1	4.0500	.77250	.03324	31.586	.000
Career Growth4.2	3.8296	.81079	.03489	23.778	.000
Career Growth4.3	3.7630	.87393	.03761	20.287	.000
Career Growth4.4	3.7481	.82150	.03535	21.163	.000
Career Growth4.5	3.7833	.86108	.03706	21.140	.000
Career Growth4.6	3.7870	.85553	.03682	21.378	.000
Career Growth4.7	3.7852	.91278	.03928	19.989	.000
Career Growth4.8	3.8852	.82951	.03570	24.797	.000
Career Growth4.9	3.8389	.84733	.03646	23.006	.000

From the above table, it is found that the parametric mean values are greater than 3. It is keenly observed that the mean values are ranging from 3.74 to 4.05. The application of Z test for the test value 3 is portrayed in the table.

The Z test revealed that all the test values are significantly greater than 3. This implies that the respondents are in full agreement with the statements of Career growth in their organisations. Hence, it is concluded that the workforce of software companies strongly believes that the career growth in their organisation is aimed at fulfilling the dreams of the employees, and skill retention becomes easier. The employees feel that there is effective PAS in their organisation promising their career growth. It is observed that the job rotation assists the employees to get various experiences for their career growth. The hierarchical approach at different job levels aids the employees to develop their career growth. It has been identified that the organisational growth is proportional to the career growth of the employees through rigorous process of HRD.



The parametric mean values in the Z test establish the significance of the Career planning and career growth aspects of the IT companies obliterating the aspirations of the employees. The opinions of the employees with respect to general details and that of the career planning and career growth aspects are dealt with statistically through the one way Anova.

The career growth in an organisation has multiple effect from promotion and its policies, sharing of opinion and hierarchical approaches. The one way analysis of variance is exploited here to ascertain the exact influence of the above mentioned variables on the career growth of the employees. The career growth is considered as a dependent variable and the opinion of sharing of views, promotion policies and hierarchial approach are taken as independent grouping variables.

In particular, the HRD is materialised with the help of HRD sub systems. The study highlighted on Training and Development, Performance Assessment System and Career Growth Opportunities. An empirical relationship by Stepwise Discriminant Analysis is established for clusters of HRD and sub systems of HRD. An ingenious exploitation of Karl Pearson's Co-efficient of Correlation showed a parametric relationship between Training and Development, Performance Assessment System with Career Growth.

Conclusion

This Paper analysed the various aspects of career planning and career growth based on the opinion of the employees. The influence of Objectives, Needs and Practices of HRD on the career growth opportunities is also analysed and the empirical relationship is identified. Besides this the popular HRD Model based on the HRD Elements Training and Development, Performance Assessment and Career Growth is constructed on the basis of empirical support.

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