CHAPTER-V

SUMMARY OF FINDINGS,
SUGGESTIONS AND
CONCLUSION
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5.1 INTRODUCTION

IT industry has more attractive scheme for the welfare of its employees and remunerations aplenty for its staff who perform exceeding well in their job. Career development in IT industry is not only concerned with staff benefits, but also includes mentoring and training to ensure that they are updated and obtain the skills which will be beneficial to the individual and company.

The objective of this research work is to identify those factors that will contribute and enhance the level of career development in IT industry. The study used 300 respondents to identify the impact of career development on life changes of women executives.

A review of literature on the research identified the following indicators of career development. They are technical competence, proficient leadership, general smartness, training and development, widen new opportunities, career path guidance, motivation, conducive work environment, stress management and health care, self awareness, encouraging and supportive family, flexible work arrangements, social impact and life changes. There may be some more indicators of career development providing a scope for further research in this area. The validity of any research depends on the systematic method of collecting the data, and analyzing the same in an appropriate manner.

In the present study, an extensive use of both primary and secondary data was collected. First hand information was collected from 300 sample respondents. The data thus collected were subdivided into suitable tabular form and analyzed with the help of certain statistical tools such as percentage, average, range, standard deviation, two-way analysis, chi-square test, multiple regression analysis, factor analysis and structural equation model.
In this chapter, an attempt has been made to recapitulate the key findings and conclusions. Based on these findings, a few suggestions have also been made for the career development of employees.

5.2 FINDINGS

- The age-wise analysis witnessed that the female respondents in the age group of 31-35 years perceived maximum level of satisfaction in life changes than those in other categories. The chi-square analysis also proves that there is a close relationship between the age of the respondents and their level of life changes in IT field.

- Analysis based on educational qualification of the respondents reveals that the post graduates perceived greater level of life changes than that of graduates. The result of chi-square analysis reveals that there is a close relationship between the educational qualification of the respondents and their level of life changes.

- Experience based analysis reveals that the respondents having 6-10 years experience perceived maximum level of life changes than the respondents having 3-5 years or above 10 years of experience. The resultant chi-square analysis reveals that there is a close relationship between the experience of the respondents in IT field and their level of life changes.

- Location of the sample respondents was studied under three strata viz., Bangalore, Chennai and Coimbatore. Based on this analysis, it is concluded that the respondents working in Bangalore city enjoy a better life style than those in Chennai and Coimbatore. The chi-square analysis reveals that there is a close relationship between the location of the respondents and their level of life changes.

- On taking the marital status of the respondents into consideration, married respondents perceived higher levels of life changes than those who are single. The hypothesis that there is a close relationship between the marital status of the respondents and their level of life changes holds good as per chi-square results.
Type of family was studied under two strata namely, nuclear and joint family. The analysis reveals that respondents living in a nuclear family have perceived greater level of life changes than those in a joint family. From the chi-square analysis, it is concluded that there is a close relationship between the respondent's type of family and their level of life changes.

Depending on the number of members in the respondents family, it is categorized as families with two members, 3-4 members and more than 5 members. Among these categories, the respondents having small sized families have perceived maximum changes in their life. Chi-Square test hypothesis states that there is no close relationship between the number of members in the respondents family and their level of life changes.

Respondents earning between 10-20 lakhs per annum perceived high level of life changes than their counter parts. From the chi-square analysis, it can be inferred that there is a close relationship between the income level of the respondents in the IT field and their level of life changes.

49.15 % of the respondents' children are taken care by their parents, 32.2 % by in-laws and 18.64% by day care facilities. The chi-square analysis leads to the conclusion that there is no close relationship between the child care arrangement of the respondents and their level of life changes.

Travelling distance of the respondents was categorized as below 10 kms, 10-20 kms and above 20 kms. The analysis on travelling distance highlights that the respondents travelling below 10 kms enjoy high level of life changes. Travelling distance and level of life changes of respondents is closely related according to chi-square analysis.

The respondents having high level of technical knowledge have perceived maximum level of changes in life. From the chi-square analysis, it is concluded that there is a close relationship between the technical knowledge of the respondents in IT field and their level of life changes.
• Proficient leadership of the respondents was analyzed as being high, medium and low. The respondents having high level of leadership skills have perceived maximum level of life changes. The conclusion that there is a close relationship between the proficient leadership of the respondents and their level of life changes, can be drawn from chi-square analysis.

• Level of smartness of the respondents was analyzed under low, medium and high level. The respondents having high level of general smartness have perceived more life changes than others. The chi-square analysis, reveals that there is a close relationship between the general smartness of the respondents and their level of life changes.

• The respondents having medium level of training and development skills have perceived higher level of sophistication in life than their counter parts. From the chi-square analysis, it is inferred that there is a close relationship between the training and development of the respondents in IT field and their level of life changes.

• Opportunities was analyzed under 3 categories viz., low, medium and high. The result showed that maximum level of life changes was perceived by the respondents who have medium level of opportunities. From the chi-square analysis, it is concluded that there is a close relationship between the widen new opportunities of the respondents in IT field and their level of life changes.

• It is learnt from the analysis that high level of life changes was perceived by the respondents who opinioned that the level of career path guidance are high. According to chi-square analysis, the career path guidance of the respondents in IT field and their level of life changes are closely related.

• The motivational levels were analyzed under 3 categories viz., low, medium and high. The result showed that high level of life changes was perceived by the respondents who have medium level of motivation. From the chi-square analysis, it can be concluded that there is a close association between the motivation of the respondents and their level of life changes.
• The respondents level of self awareness was analyzed under 3 categories viz., low, medium and high. The result showed that high level of life changes was perceived by the respondents who have high self awareness. The chi-square analysis, reveals that there is a close relationship between self awareness of the respondents and their level of life changes.

• The response to family support and encouragement given by the respondents showed that maximum level of life changes was perceived by the respondents who have medium level of encouraging and supportive family. The result of the chi-square analysis, shows that there is a close relationship between the respondents family support and their level of life changes.

• Respondents enjoying high levels of flexible work arrangements perceived maximum level of life changes when compared to their counterparts. The chi-square analysis, leads to the conclusion that there is a close relationship between the flexible work arrangement of the respondents and their level of life changes.

• The analysis reveals that out of ten variables, only two factors are highly influencing the level of stress and health. They are
  i.  "I can manage high level of stress which occurs on reaching the top positions in management"
  ii. "Stress management workshops like Yoga, art of living, meditation, etc., are arranged by my firm".

• The respondents' level of social impact perceived was studied by selecting ten factors with the help of factor analysis. The analysis reveals that out of ten variables, four variables are highly influencing the level of social impact. The variables are:
  i.  "Social factors influence my personal identity and ultimately my career decisions and preferences"
  ii. "My personality and outlook towards my career has been greatly influenced by my mentors"
  iii. "Improved career opportunities for women has created many role models among them"
iv. "Better knowledge and proximity to people in IT has created a familiarity and sentimental attachment in me to this profession".

- Multiple regression analysis was employed by selecting eleven factors, and it is learnt from the analysis that the level of life changes perceived by the selected sample respondents is positively associated with the factors like training and development, motivation, conducive work environment, self awareness and encouraging and supportive family.

- The influence of conducive work environment on life changes of women respondents in IT industry was measured using structural equation model. The analysis suggests that out of ten variables, job satisfaction, stable work environment, organizational structure, open culture, impact of suggestions and ideas, feeling of security and sense of oneness have a significant influence on life changes of women executives.

5.3 SUGGESTIONS

Based on the findings of the study, the researcher offers the following suggestions to women, organizations and families, which will help women executives in the IT industry to improve their standard of living thereby indirectly improving companies performance and family status.

5.3.1 SUGGESTIONS FOR WOMEN

- The study reveals that women in the age group of 31-35 years have better balance in life and enjoy higher standard of living. Women in the age groups of 25-30 years and above 35 years would do better in life if they have a more positive attitude towards work and personal life. During the initial stages of their career, women in the age group of 25 to 30 years should be more focused and clear on how to chalk their career path which would eventually lead to a better future. Likewise, women who are 35 years and above should work on their motivation levels, given that they have other commitments which get higher priority.
• The study has confirmed that respondents with 10 plus years of experience have low satisfaction in life. Stagnation of the mind leads to boredom, which reduces one's productivity. A change of work environment may certainly help their cause.

• The study highlights the importance of educational qualification. Change is the only constant in life. Graduates need to aspire to improve their knowledge and skills, keeping pace with the ever advancing field of IT. Higher education them better pay packages, and makes them eligible for more challenging and critical roles thereby helping them to climb faster to the top of the ladder.

• Time and tide waits for none. Hence, women who take sabbaticals for family and personal reasons, should restrict this period as minimally as possible. Staying out of the race forces the mind to lose focus and requires a lot of re-tuning on returning into the folds of business. Experience helps the individual to be recognized on par with other colleagues when considered for promotion or other perks. Joining the organizations as soon as possible on completion of studies also helps gain valuable experience.

• When compared to married respondents, the others would have to make do with their income alone. Reducing their expenditure, by rooming-in, car pooling with their colleagues and staying closer to their work place would to a large extent improve their savings which, can be put to a better use.

• Women should seek to break barriers especially, those set by themselves, thereby expanding their horizons. They should start believing that they deserve more and work towards achieving better results. Work should not be treated a means to escape from the monotonous life. Setting self targets and achieving them would improve their self confidence thereby making them more independent and self reliant.

• Women would benefit to a large extent by reducing their travelling distance. By relocating to a place closer to the office, they would be able to effectively spend their time both at work and, at home and not lose out on quality hours just for travelling. This would effectively reduce not only their expenditure but, also go a long way in reliving their stress.
• The analysis reveals that the respondents are of the opinion that "I always feel that I carry the image of the company wherever I go" has a negative influence. Thereby, women should never be burdened or egoistical about the image of their company. Being passionate gives a lot of positive motivation at the workplace. But the same should never lead to the individuals blindly trusting their companies. Inculcating the positives and being able to accept the shortcomings always provides a scope for improvement which is very essential in the long run.

• The key to a better living, is to strive for excellence in one's field of profession. Women can improve their technical prowess by attending workshops, and keeping themselves abreast with technical advances. Presenting technical papers or participating in seminars conducted by the organization creates opportunities aplenty for advanced learning and creating new innovations in the field of interest. By filing patents, they gain better recognition inside the company and in the extended IT world.

• The study reveals that women respondents with high level of general smartness enjoy high satisfaction in life. Women need to have higher self esteem and self-confidence, be more assertive, and have a positive attitude, so that they standout and create a mark for themselves.

• Women should grab the opportunities given by the organization with both hands, work to their full potential and succeed in all endeavors to keep climbing up the professional ladder. Unlike other industries, the IT field offers a wide range of opportunities in multiple verticals, thereby providing a favorable environment for this growth. Being at the right place at the right time and making a smart choice with an open mind will take the individual places.
• The hypothesis, states that there is a close relationship between self-awareness and life changes. A clear open mind, the ability to leave family at home and work at the office, a definite vision for the future and the ability to turn obstacles into stepping stones of success are the requirements for the survival of women in the IT industry. Being aware of one’s shortcomings or limitations is not to be considered as a weakness. The individuals should be able to respect one-self for what they are, only then would the world be able to accept them.

• The analysis reveals that respondents with high level of life changes are those who manage stress better. Stress is now become the leading cause of many a life style oriented disease. Women have to get adapted, to lead stress free lives. Meditation, yoga, exercises, healthy eating habits and good family support help women to cope better with day to day crisis. In the mad rush of every day chores, it is extremely important to keep alive hobbies and dedicate some time for the same. To a large extent hobbies help the individuals to be mentally fresh.

• Study reveals that women with an income of Rs 10-20 lakhs per annum have enjoyed better life changes. Those earning below Rs 10 lakhs can improve their income by improving efficiency, acquiring knowledge in relevant skills, developing leadership skills, and doing certification courses thereby, becoming eligible for promotion, which invariably results in improved pay packages.

• The study reveals a negative response by respondents to team spirit. However, the success of both the company and family to a large extent is determined by team work. Women can foster team sprit by improving tolerance level, accepting human follies, avoiding office politics and by working not ahead of, but, side by side their team members to complete their assignments.

• With great power comes great responsibilities. As a woman goes higher in the ladder her responsibilities increases multi-folds. Hence, it's extremely important for her to work on effective time management skills. It becomes extremely important to plan the day properly and execute it with extreme efficiency.
• Every woman should remember she can’t be an excellent cook, an excellent mother, and an excellent manager all at the same time. It is always important for her to prioritize the responsibilities for the day. Every day needs to be dealt with differently. By planning ahead she will be able to juggle her personal and professional lives with ease.

5.3.2 SUGGESTIONS FOR FAMILIES

• In-spite of a steady increase in the number of nuclear families those, women living in joint families enjoy a more productive life. This can mainly be attributed to the fact that a joint family gives women a helping hand in raising their children. The elders in the family are more than happy to take care of the kids which relives the parents from a lot of stress and pressure. The kids learn better habits from the older generation and cultivate a social environment of sharing and loving others.

• Spouse, children, parents and the extended family have to support, help, understand and have an openness of mind towards working women. This would in a large way help them to achieve greater heights in their profession and lead a healthy life. With such support, the women will be able to believe in her dreams and strive to achieve it. Her success would there become an example for the generations to come.

• The analysis shows that women with low level of stress live healthier life. Spouses are the best halves of each other. By sharing household chores, taking equal part in childcare, acting as pillars of strength, being understanding of the long work hours and motivating their spouse to achieve higher accolades, husbands can make sure that their spouses are leading a stress free life.

• One of the biggest agony a women goes through is the guilt that she has to leave the family for her professional growth. But, if the family gives her the confidence that they can manage well in her absence, she would feel extremely comfortable to pursue her goals while, still being an integral part of the family.
5.3.2. SUGGESTIONS FOR ORGANIZATIONS

- The statement "Working in this organization is forever a pleasant experience" has evoked negative response from the respondents during the course of the study. The researcher is of the opinion that councilors' and HR people at the work places, provided by the organization helps to create a favorable work environment. Celebrating festivals, organizing companywide events and family get-togethers would stir a lot of excitement and make employees to look forward to come to the office.

- The study states that respondents in a conducive work environment have high level of life changes. Only, satisfied and happy employees make for a successful organization. Hence, the manager should take steps to do away with office politics, and foster a feeling of oneness among the members of the team. The success of an organization hugely depends on the performance of the teams. It is the responsibility of the manager to build a conducive work environment that facilitates the male and female employees to work together for a common goal beyond all diversities.

- Organizations should take steps to provide accommodations for single female employees, day-care facilities for working mothers, flexi-time and work from home options for pregnant women. This would to a very large extent reduce the drop out of women employees post marriage.

- Every employee must have a vision. The organization on its part could provide mentors and organize career development programs, in order to facilitate the employees to achieve their goals. By having women mentors who have survived long in this industry, the young respondents can take away a lot of valuable experience and be motivated to keep going.

- Employers and employees are the two sides of a coin. Women employees should make full utilization of the various training opportunities, and skill developmental programs which the organizations need to provide, for a steady growth in their profession. By attending workshops and listening to how other female employees cope with their day to day issues, the respondents would be able to plan their career accordingly as they how an idea of what to expect.
• Pay incentives, promotions, recognition, encouragement of healthy competition and accolades given for a job well done, motivates employees to better their performance every time.

• The above study suggests that respondents living in Chennai city enjoy only a low level of life changes, when compared to their counterparts elsewhere. The organizations in Chennai can introduce better pay packages, offer flexible and employee friendly work environment and arrange for accommodation and transport facilities, which eventually would improve the respondents living standards.

• Organisations are now under the duress of preventing burnout among women employees. Provision of gym facilities at office premises, organizing yoga or aerobic classes, offering women employee access to renowned spas through tie-ups with them etc., creates a healthy work environment.

• Changes should be brought at an entry level to improve the diversity ratio in workforce. Managers should be encouraged to maintain a healthy ratio of female employees in the team.

• Companies should have a diversity council consisting of a panel of members from senior management and HR which should be directly accessible to all female employees in the organization. This would encourage the female employees to discuss their problems anonymously and help find a solution for the same.

• Due to pregnancy, the women employees take longer leave, ultimately their performance for the year gets affected. Hence, rating should be done only for time they were present. This would give them a fair chance to compete with their colleagues. After, maternity leave when they choose to come back they should be given priority.

• Women are more sensitive compared to men. Hence, there are higher chances for them to breakdown. Therefore, managers need to be trained as to how they can communicate with their female subordinates.
5.4. CONCLUSION

In India the global meltdown, economic crisis, anti-middle class government policies, price hikes, reduced value for Indian currency, changing life styles have all ensured that males can no longer be the sole bread winners of their family. Women too need to share the burden and stand shoulder to shoulder with their men, in order to provide their children good education, adequate living amenities and ensure that the family meets the day to day expenses comfortably.

Hence, women need to be adept at multi-tasking. Career has now become an important aspect of women's life. Merely working is no longer sufficient. Women are now aspiring to reach the pinnacle in their chosen field of profession. As, women climb up their professional ladders their income increases, they gain in social status and improve their standard of living, which invariably has a positive influences on their life.

This research has dealt with the various dimensions of career development and its impact on life changes of women in the IT industry. The study reveals that, family support, organizational inputs, social factors and largely women's skill, knowledge, confidence, personality and attitude all affect career development which in turn affects both occupational and professional life of women.

Indian women have come a long way and yet, have miles to travel. This study has discussed the various dimensions, which gives an idea as to how women, IT organizations and family all are inter-dependent on each other for their success.

The researcher hopes that the outcome of this work will help women in the IT field to break the glass ceiling and scale greater heights, thereby, leading more fruitful personal and professional life.