CHAPTER 5
SUMMARY OF FINDINGS,
SUGGESTIONS AND CONCLUSION

In this chapter summary of findings, suggestions to organisations and individuals, conclusion and future research directions are presented.

5.1 SUMMARY OF FINDINGS

This study has attempted to explain the relationship between career management and career success among respondents working in the organisations operating in the Indian information technology industry. Further, the study examined the role of mediators like work concerns and non-work concerns in formation of career success, specifically, objective career success and subjective career success. Following are the summary of findings:

1. Through the analysis of perception of respondents, this study has found that career management influences career concerns (R = 0.606; 0.148). And career concerns influences the formation of career success (R = 0.451; 0.448). It is also found that career concerns play a mediating role between career management and career success.

2. The perceptions and orientations of men and women on career process are different. Male respondents are more oriented towards formalised career management (R_{male} = 0.638). They expect organisations to manage their career by recognising their potentials and by providing opportunities. For them, work concerns play a
dominant role in formation of objective career success \( (R_{\text{male}} = 0.472) \).

Male respondents measure their career success using career criteria like position, salary, career accomplishments, etc.

3. On the other hand, female respondents have shown more inclination towards self-management of career \( (R_{\text{female}} = 0.259) \) and achievement of subjective career success \( (R_{\text{female}} = 0.432) \). Women measure their success using criteria like increases in competence, recognition, personal contentment, etc. For female respondents, both work concerns and non-work concerns play a vital role in the career process.

4. The opinions towards career process expressed by respondents belonging to different age groups are different. Respondents in less than 35 years category have shown orientation towards organisationally managed careers. For them career success is measured though objective criteria. Both, work concerns and non-work concerns strongly mediate the formation of objective career success.

5. Where as, for the respondents in the age group of 35-50 years, self management of careers seems to be more comfortable than organisationally managed career. For those pursuing mid-career non-work concerns strongly mediate the formation of subjective career success.
6. By analysing the perceptions of respondents belonging to different levels of experience, the study has found that, as experience increases there is a shift in the orientations of respondents in the career process. Respondents with less than 5 years of experience expect their organisations to manage their careers. For them, both work concerns and non-work concerns mediate formation of objective and subjective career successes.

7. Respondents with 5 to 10 years of experience have shown their interest in managing their careers along with organisational support in achievement of career success. But, respondents with 10 to 20 years of experience have clearly stated that they can manage their careers and non-work concerns mediate the formation of career success. Hence, as the level of experience increases there is a shift in the orientation from organisational career management to career self-management.

8. At the same time, unmarried respondents have shown more inclination towards organisationally managed careers ($R_{unmarried} = 0.566; 0.444$). They expect the organisations to honour their work concerns and are motivated by objective success criteria. On the other hand, married respondents have indicated that career self-management supported by organisational career initiatives are very important for achieving subjective career success ($R_{married} = 0.252; 0.482$).
9. By analysing the perceptions of respondents belonging to different departments, the study has found that, respondents working in technical departments like software development and testing have more orientation towards organisationally managed careers. This is contradicting the general observation that software engineers practice career self-management. Probably, reasons for frequent change of jobs could be to fulfil career concerns (both work and non-work).

10. Respondents belonging to technical departments aspire to achieve both objective and subjective career successes. Respondents working in non-technical departments like human resources, marketing, finance, administration, etc., have indicated that they can manage their careers on their own. For them career concerns strongly mediate the formation of subjective career success.

11. As the levels of management increases there is a trend towards self management of career from organisationally managed career. Respondents belonging to middle levels have stated that their efforts of managing careers should be supported to organisations. Their aspiration for achieving career success is strongly mediated by non-work concerns.

12. Respondents belonging to lower levels have expectations that their career be managed by organisations. For them, work concerns (both work and non-work) play an important role in formation of career
success. They apply both objective and subjective criteria for measuring their career success.

5.2 SUGGESTIONS TO ORGANISATIONS

Based on the detailed analysis of the primary data, following are the suggestions made to organisations operating in Indian information technology industry:

1. For organisations operating in information technology industry, this study provides explanation as to how organisational career management influences employee perceptions of his or her success through the mediating processes of work concerns and non-work concerns. The managers in IT industry would benefit by focusing not only on organisational career management policies but also on the employee concerns. In other words, organisations would be benefited by considering work concerns of individuals in the management of careers of their employees.

2. Career success in general, objective and subjective career success in particular, are influenced by work concerns and non-work concerns. They have displayed strong mediation in the process of formation of career success. Organisations shall understand and honour such expectations, preferences and choices of their employees.

3. Career self-management is one of the major influencing factors in achieving career success by an individual. It is such an area that
cannot be neglected by organisations. In other words, would be benefited by viewing career management by incorporating both individual perspectives along with organisational requirements.

4. Activities related to career self-management directly influences the formation of sense of career success. Hence, organisations shall consider career self-management activities of their employees while formulating career policies.

5. Career success for an employee consists of both objective and subjective criteria. Hence, managers of information technology organisations shall incorporate these success criteria while managing careers of their employees.

6. This study provides rationale for differentiating career policies based on the demographic composition of the organisation. Career policies may be altered depending on the composition of genders, age groups, marital status and experience levels.

7. Organisations operating in information technology industry shall make efforts to create awareness among their employees about the inherent importance of organisational career management and career self-management.
8. Career management is a joint responsibility of organisations and their employees in creating congruence of organisational requirements and employee career goals and aspirations. Hence, organisations shall take initiatives to make their environment favourable for their employees to foster their careers.

9. Career of an employee is fostered within the framework of the organisation. Accordingly, organisations shall create opportunities for their employees to develop long lasting career within the organisation.

10. Organisational ethics play a vital role in increasing organisational efficiency and effectiveness. This applies to all types of organisations, more so to knowledge based organisations like the ones operating in information technology industry. Organisations shall concentrate on improving their ethical standards by imbibing morality, fairness, justice, truthfulness, equality and transparency among their employees of all levels.

11. Organisations shall accept their share of responsibility seriously in managing their employees’ career. Honest efforts from organisations side are required in managing their employees’ careers. Organisations shall commit themselves for adequate implementation of career policies.
12. Providing qualitative career guidance and mentoring on continuous basis to their employees is a basic prerequisite of any organisation. Opportunities shall be created for all employees to clarify career related doubts and seek guidance.

13. Acquiring higher qualifications has become a necessity. To survive in the most dynamic and turbulent environment, an individual must continue education and acquire knowledge and skills that are required. In this context organisations shall provide in-house or external educational opportunities for their employees.

14. Career development programmes like counselling, mentoring, career workshops, guidance, etc., shall be conducted on a continuous basis. These programmes help employees to understand their strengths, weaknesses, opportunities and threats. These programmes enable employees to make suitable decisions in accordance with their career goals.

15. Career related information should be easily understandable by employees. Providing such information is responsibility of the organisation. Otherwise, both organisations and employees lose opportunities of accomplishing person-position fitness.

16. Organisations shall make efforts to retain highly knowledgeable and skillful employees by practicing career management activities
according to the expectations of their employees, so that the labour turnover is reduced.

17. Organisations shall adopt the principles of management by objective and include their employees while setting organisational goals. This will provide opportunities for employees to align their career goals and objectives with organisational requirements.

18. Though, creating stability in job market is not in the hands of any one organisation or employee. It is a collective effort of all stake-holders of the information technology industry. Organisations shall progress towards providing alternative career paths within the organisations so that stable careers are formed.

19. Organisations shall be employee friendly by offering support at the times of their employees’ requirement. Such a support could be financial or non-financial. Such employee support system will not only improve morale and motivation but also increases loyalty of an employee towards the organisation.

20. Organisations shall understand their employees’ expectations of conducive environment and create a fine balance between employees’ expectations and the resources available.
5.3 SUGGESTIONS TO INDIVIDUALS

Based on the detailed analysis of the primary data, following are the suggestions made to individuals working in organisations operating in Indian information technology industry:

1. This study provides empirical evidence as to how organisational career management influences individuals’ career concerns. Organisations provide opportunities for their employees (individuals) to practice career self-management. In other words, individuals would be benefited by considering organisational requirements while making career related decisions.

2. Setting realistic and appropriate career goals is very essential for an individual. Goals and objectives provide direction and time frame for accomplishing expected career progression. Mere setting career goals will not be sufficient. Individuals shall work consistently towards achieving their career goals.

3. Individuals shall make necessary efforts to implement career strategies as planned. Commitment for career self-management is highly essential for achieving career success.

4. Individuals shall assess their career progression regularly by taking feedback from competent people. Identifying such resourceful people may be a difficult task. But still, individuals must make successful efforts in this regard.
5. Responsibility of acquiring contemporary knowledge and skills those required for the jobs to be held in the future lies with the individuals. Individuals shall not stop their formal education as soon as they get into professional life. There are many ways to continue gaining knowledge and skills like, executive online programmes, open education programmes, week-end professional programmes, etc. Learning shall take place on a continuous basis. Such a learning shall be consistent with their career goals and objectives.

6. Another important area in career self-management is networking. Establishing contacts and building professional relationships with people who can help in an individual’s career is very important. With the help of such resourceful people making career decisions become easy.

7. Individuals shall make necessary efforts to balance their work and life requirements keeping their family expectations in terms of their contribution for family’s well being, standard of living and educational requirements of family members.

8. Individuals shall plan their activities in such a way that they devote adequate time for professional activities, personal activities and for family activities. Neglecting any one of these will hamper the achievement of personal contentment there by hampering development
of sense of career success. Individuals shall make efforts to integrate personal, family and work needs.

5.4 CONCLUSION

Rapid technological changes coupled with high competition have led to growth of Indian information technology industry. Indian information technology industry is one of the major impact factors of Indian economy. It has gained more importance due to its contribution to the economy, society and for employment creation.

Career management plays a vital role in managing human resources of an organisation. Career management initiatives by organisation alone cannot achieve desired results without the support of their employees. It is because career management is a joint responsibility of individuals as well as organisations. Career self-management is practiced with organisation as a frame of reference and organisational career management is practiced with individual as a frame of reference.

Work concerns and non-work concerns mediate between career management and career success. They are the intrinsic factors that influence the formation of sense of career success. Career success comprises of objective and subjective success criteria.

Successful individuals and organisations have long recognised that effective career management is essential for increasing performance and
productivity. Both for organisations and individuals, effective career management is the only way to sustain in this highly competitive globalised business environment.

5.5 FUTURE RESEARCH DIRECTIONS

There is wide scope for future research on career management. This study can be extended to other industries like manufacturing, airlines, hotel and hospitality, banking, insurance, education, automobile, pharmaceuticals, electronics, etc., to understand the process of career management.

Future research can cross geographical boundaries. Data may be collected from other countries. So that better validation and comparison can be made.

By carrying out research as proposed above, a comprehensive theory on career management can be developed.

Further, career management is one of the fastest growing functions of human resources management. In this regard, educational institutions and universities shall include career management as a discipline of study.