CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 INTRODUCTION

The leadership roles in IT industry are demanding positions, in part because they are leading very bright, opinionated, and independent professionals. Similarly, difficulty exists because the managers must execute a number of different leadership roles, based upon the stage of the project, the nature of the current problem, and the sophistication of the people involved. And the managers must be comfortable moving from one role to another very quickly, or must find a way to discharge a number of roles at the same time, in the same project. Further, the technical and software professionals must achieve the triple constraint of bringing projects to completion according to budget, schedule and technical specifications. Unfortunately, project completion often relies too strongly on technical tools and methodologies, often at the expense of a consideration of the people issues that are always involved. Projects are always technical problems with significant human dimensions. As projects increase in complexity due to virtual teams, involving cross cultural variables and the need to achieve more with less, increasing emphasis is being placed upon the need for the technical professional to develop competencies in specific, tangible "people skills." Importantly, people skills are also crucial for career advancement. These people skills can be defined, practiced, and continually improved, and are best
learned experientially. Hence, it is needed to analyse the managers’ skills in terms of leadership skills, interpersonal skills and people management skills. Further, it is necessary to analyse the effectiveness of training provided to managers for effective people management in information technology sector. The present study made an attempt to analyse effectiveness on people management training given to software managers for handling software professionals in IT sector.

The main objective of this study is to analyze the effectiveness on training effectiveness of managers on effective people management in information technology industry with special reference to Chennai district. The following are the specific objectives of the study

1. To analyze the opinion of software engineers’ on managers’ leadership qualities

2. To examine the opinion of software engineers on managers’ interpersonal skills

3. To assess the opinion of software engineers on managers’ People Management Skills

4. To study the managers opinion on their soft skills

5. To investigate the managers satisfaction level on effective People Management Training

6. To analyze the managers opinion on overall training effectiveness

7. To offer suitable suggestion for improving the people management skills among the managers
The present study is mainly focused on analysing the software engineer’s opinion on their manager’s skills regarding effective people management in information technology industry in terms of leadership skills, interpersonal skills and people management skills. Further it also aims to study the opinion of managers on their soft skills, need for training, method of training, satisfaction on training programme and overall effectiveness of training programme. The present study does not cover the other challenges faced the by the software engineers and managers in Information Technology industry.

In the present study, both Exploratory Research and Descriptive Research design have been used in accomplishing the objectives of the study. Exploratory Research has been used to gain insight into and analyze the opinion of software engineers on their managers’ people management skills. Descriptive research has been used to analyze the overall effectiveness of training given to managers regarding effective people management.

In the present study, both primary data and secondary have been used. The primary data were collected from software engineers and managers working in IT/ITES industry in Chennai district through a structured interview schedule. Before undertaking the complete survey, a pre-test was conducted and then the interview schedule was modified and restructured suitably. The secondary data were collected from various websites, journals and NASSCOM reports.

In Tamil Nadu, Chennai district has been selected for the purpose of collecting the primary data. In Tamil Nadu most of the IT/ITES companies are located in Chennai only. Hence, it is decided to collect the primary data from the IT and ITES companies located in Chennai district. The sample size was fixed as 500 for software engineers and 100 for managers. To analyse the primary data, statistical tools such as Descriptive Analysis, Chi-square test,
ANOVA, Garret ranking technique and Factor Analysis were used. Arithmetic mean and percentage analysis were also used to describe the data.

The following are the important findings of the study

5.2 SUMMARY OF FINDINGS

Age and Gender of respondents

The analyses revealed that majority (54.2 per cent) of the respondents are below the age of 25 years. Among the 500 selected respondents, majority (78.6 per cent) of the respondents are male.

Educational qualification and annual income

The analyses of educational qualification revealed that majority (55.8 per cent) of the respondents have completed UG Degree in Engineering. As far as the annual income of the respondents are concerned, it is identified that 68 per cent of the respondents have their annual income less than Rs.4,00,000.

Type of organization and CMM organization

From the analysis it is identified that majority (40.2 per cent) of the respondents work in small sized companies. It is also observed that, 74.8 per cent of respondents work in CMM organizations and 25.2 per cent do not work in the same.

Nature of Software organization

The simple percentage analysis revealed that 83.8 per cent of the respondents work in MNCs and 16.2 per cent work in India based companies. It can be concluded that majority (83.8 per cent) of the respondents work in
MNCs. It is also observed that 82.6 per cent of the respondents work in Software development organizations and 17.4 per cent work in other organizations.

**Employee experience and reporting to managers**

As far as the employee’s experience is concerned, it is revealed that majority (62.4 per cent) of the respondents have less than 3 years of experience. 81.8 per cent of the respondents report directly to their managers and 18.2 per cent do not directly report to their managers. So it is observed that majority (81.8 per cent) of the respondents report directly to their managers.

**Team size**

The study observed that 39.4 per cent of the respondents worked in team size with less than 5 members in their team.

**Evaluation of managers**

The study findings indicated that, the location of managers and interaction with managers and 81.6 per cent of the respondents’ managers are off shore and 18.4 per cent of the respondents’ managers are onsite. It is concluded that majority (81.6 per cent) of the respondents’ managers are offshore. 63.4 per cent of the respondents interact with their managers frequently, 14 per cent interact weekly, 17 per cent interact on need basis and 5.6 per cent interact with them occasionally. It is concluded that majority (63.4 per cent) of the respondents interact with their managers frequently.
Gender of manager and experience of managers with respondents

The study showed that 85.8 per cent of managers are male and 14.2 per cent of managers are female. So it is concluded that majority (85.8 per cent) of the respondents work with male managers. It is also observed that, 85.4 per cent of the respondents have more experience than their managers, 11.6 per cent have less experience than their managers and 3 per cent have the same experience as that of their managers. It is concluded that majority (85.4 per cent) of the respondents have more experience than their managers.

Respondents’ opinion whether managers’ people management skill has an impact on employee satisfaction

The study showed 88 per cent of the respondents have agreed that managers’ people management skill has an impact on employee satisfaction and 12 per cent of the respondents disagreed with the same. It is concluded that majority (88 per cent) of the respondents agreed that managers’ people management skill has an impact on employee satisfaction.

Level of satisfaction of employees on various facilities provided by the organization

The descriptive analysis results indicated that 42 per cent of the respondents are satisfied regarding opportunity to do challenging and interesting work provided by the organization and 50.6 per cent of the respondents are satisfied regarding work load in the organization.

Regarding recognition of work, 44 per cent of the respondents are satisfied and 44 per cent of the respondents are satisfied regarding amount of responsibility given. It is identified that 5.2 per cent of the respondents are highly dissatisfied regarding the salary, 10.6 per cent dissatisfied, 27.6 per
cent are neutral, 43.2 per cent are satisfied and 13.4 per cent are highly satisfied. It is concluded that 43.2 per cent of the respondents are satisfied regarding salary. It is observed that 44 per cent of the respondents are satisfied regarding overseas exposure.

Regarding the promotional policy, 5.4 per cent of the respondents are highly dissatisfied, 9.4 per cent are dissatisfied, 30.4 per cent are neutral, 38 per cent are satisfied and 16.8 per cent are highly satisfied regarding the same. It is concluded that 44 per cent of the respondents are satisfied regarding promotional policy.

The study indicated that 4.4 per cent of the respondents are highly dissatisfied regarding the performance review policy, 10.4 per cent are dissatisfied, 26 per cent are neutral, 43.8 per cent are satisfied and 15.4 per cent are highly satisfied. It is observed that 43.8 per cent of the respondents are satisfied regarding performance review policy.

Regarding flexi hours policy 3.4 per cent of the respondents are highly dissatisfied regarding the flexi hours policy, 10 per cent are dissatisfied, 24.4 per cent are neutral, 43.8 per cent are satisfied and 21.8 per cent are highly satisfied. It is concluded that 43.8 per cent of the respondents are satisfied regarding flexi hours policy.

It is observed that 42 per cent of the respondents are satisfied regarding managers managerial quality. It is also understood that 47.6 per cent of the respondents are satisfied regarding comfortable work environment. It is identified that 39 per cent of the respondents are satisfied regarding recreation facilities. It is also inferred that 40.8 per cent of the respondents are satisfied regarding technology. Regarding the canteen and recreation facilities 32.6 per cent of the respondents are satisfied.
Demographic Variables and Level of Satisfaction

Age and Level of Satisfaction

The study showed that 28.7 per cent of the respondents aged between 25 to 30 years have given high score and 12.1 per cent of the respondents in the same age group have given low score. Hence, the result is consistent.

Annual Income and Educational qualification

The study showed that 9.1 per cent of the respondents with annual income of above Rs.8,00,000 have given low score and 12.9 per cent of the respondents earning less than Rs.4,00,000 have given high score. Hence, the result is not consistent and 12.2 per cent of the respondents with UG degree in engineering have given low score and 31 per cent of the respondents with PG degree have given high score. Hence, the result is not consistent. The results of one way Anova indicate that there is a relationship between demographic variables like age, income, qualification and level of satisfaction of employee about the organization.

Professional details and Level of Satisfaction

Type of Organization and Experience

The study results state that 9.9 per cent of the respondents of medium sized companies have given low score and 27.3 per cent of the respondents of medium sized companies have given large score. Hence, the result is consistent and 7.1 per cent of the respondents with 5 to 6 years of experience have given low score and 31 per cent of the respondents with less than 3 years of experience have given high score. Hence, the result is not consistent. Regarding the team size, 10.3 per cent of the respondents with
team size of 5 to 15 members have given low score, 25.8 per cent of the respondents with team size less than 15 to 25 members have given high score. Hence, the result is not consistent.

The results of one way Anova indicate that there is a relationship between professional details of the respondents like type of organization, experience, team size and level of satisfaction of employee about the organization.

**Demographic variables and respondents opinion on Need for mentorship**

**Age and Gender of respondents and opinion on Need for mentorship**

The study showed that 8.5 per cent of the respondents aged between 25 to 35 years have given low score and 14.8 per cent of the respondents in the same age group have given high score. Hence, the result is consistent and 2.5 per cent of male respondents have given low score and 11.2 per cent of male respondents have given high score. Hence, the result is consistent.

**Annual income and educational qualification of respondents and opinion on need for mentorship**

The study showed 9.1 per cent of the respondents with annual income above Rs.8,00,000 have given low score and 12.9 per cent of the respondents with income less than Rs.4,00,000 have given high score. Hence, the result is not consistent. And 11.5 per cent of the respondents with UG degree in engineering have given low score and 13.3 per cent of the respondents who have completed PG degree have given high score. Hence, the result is not consistent.
Relationship between demographic variables and respondents’ opinion on mentorship

The results of chi-square test indicate that there is no relationship between demographic variables like gender, income, qualification and respondents’ opinion on mentorship. There is a relationship between age and respondents’ opinion on mentorship.

Type of organization and opinion on need for mentorship

The study results indicate that 9.9 per cent of the respondents of medium sized companies have given low score and 13.2 per cent of the respondents of medium sized companies have given high score. Hence, the result is consistent. The chi-square result indicates that there is no relationship between size of organization and respondents’ opinion on need for mentorship.

Evaluation of managers and level of satisfaction

The study results indicate that 13.5 per cent of the respondents with managers offshore have given low score and 20.3 per cent of the respondents have given high score. Hence, the result is consistent. Among respondents who interact frequently, 11.4 per cent have given low score and 25.6 per cent have given high score. Hence, the result is consistent. Among the respondents who have male managers, 12.8 per cent have given low score and 21.0 percent have given high score. Hence the result is consistent. The results further state that among the respondents who have less experience than their managers, 12.1 per cent have given low score, and among the respondents with more experience than their managers, 20.4 per cent have given high score. Hence, the result is not consistent
Experience of respondents’ and level of satisfaction

Results of chi-square test state that there is a relationship between factors like interaction with managers, gender of respondents’ managers’ and level of satisfaction. There is no relationship between experience of respondents compared with managers, managers’ location and level of satisfaction.

Barriers to team performance

According to Henry Garrett ranking analysis, the respondents have given first rank to lack of strategic direction as the barrier to team performance, the second rank was given to lack of clear performance goals, third rank to politics, fourth rank to no training, fifth rank to different styles, sixth rank is given to individual approach and the last rank to individual approach.

According to Factor Analysis, twenty statements related to leadership qualities were grouped into three groups after factor analysis and twenty statements related to interpersonal skills were grouped into two groups after factor analysis. Further, the twenty statements related to people skills were grouped into two groups after factor analysis.

Factors grouped through leadership skills – One way Anova results

The leadership qualities are grouped into three groups. These different factors are analyzed using One-Way Anova and results indicate that there is a relationship between income, organization and the first factor grouped through factor analysis regarding the leadership skills of managers. But there is no relationship between age, qualification, experience and team
size and the first factor grouped through factor analysis regarding the leadership skills of managers.

Regarding the second factor, there is a relationship between income, experience and the factor 2 grouped through factor analysis regarding the leadership skills of managers. There is no relationship between age, qualification, organization, team size and the factor 2 grouped through factor analysis regarding the leadership skills of managers.

The one way Anova results indicate that there is a relationship between age, qualification, income, experience and the factor 3 grouped through factor analysis regarding the leadership skills of managers. But there is no relationship between organization, team size and the factor 3 grouped through factor analysis regarding the leadership skills of managers.

Factors grouped through interpersonal skills - One way Anova results

The one way anova analysis reveals that there is a relationship between income and the factor-1 grouped through factor analysis regarding the interpersonal skills of managers but there is no relationship between age, qualification, organization, experience, team size and the first factor grouped through factor analysis regarding the interpersonal skills of managers.

There is a relationship between experience and the factor-2 grouped through factor analysis regarding the interpersonal skills of managers and there is no relationship between age, qualification, income, organization, team size and the factor-2 grouped through factor analysis regarding the interpersonal skills of managers.
Factors grouped through People Management skills - Results of one way Anova

There is a relationship between income and the factor-1 grouped through factor analysis regarding the people management skills of managers and there is no relationship between age, qualification, organization, team size and the first factor grouped through factor analysis regarding the people management skills of managers.

There is a relationship between income and the factor-2 grouped through factor analysis regarding the people management skills of managers and there is no relationship between age, qualification, organization, team size and the factor-2 grouped through factor analysis regarding the people management skills of managers.

Multiple Regression Analysis showed that the leadership qualities, interrelationship skills and people skills are the three variables influencing the level of satisfaction. It can be derived as a model shown below. \[ \text{Loss} = 0.291 + 0.003 \times 2.123 \text{Leader score} + 0.014 \times 4.471 \text{Inter score} + 0.007 \times 2.136 \text{people score} \]

Evaluation of managers and opinion on managers’ leadership skills

The study results indicate that 17.4 per cent of the respondents with manager onsite have given low score and 14.1 per cent of the respondents with managers’ onsite have given high score. Hence, the result is consistent. Among the respondents who interact on need basis, 15.3 per cent have given low score and 15.5 per cent of the respondents who interact frequently have given high score. Hence, the result is not consistent.
Among the respondents who have female managers, 15.5 per cent have given low score and 13.3 per cent of the respondents who have male managers have given high score. Hence, the result is not consistent. Among the respondents who have less experience than their managers, 12.1 per cent have given low score, and among the respondents with more experience than their managers, 20.4 per cent have given high score. Hence, the result is not consistent.

The chi-square analysis revealed that there is no relationship between manager’s location, experience of managers with employees and respondents’ opinion on managers’ leadership skills. There is a relationship between interaction with managers, manager’s gender and respondents’ opinion on manager’s leadership skills.

Evaluation of managers and opinion on managers’ interpersonal skills

The study results indicated that 13 per cent of the respondents with managers’ offsite have given low score and 13 per cent of the respondents with managers’ onsite have given high score. Hence, the result is not consistent. Among the respondents who interact frequently, 12.6 per cent have given low score and 15.8 per cent of the respondents have given high score. Hence, the result is consistent. Among the respondents who have male managers, 12.6 per cent have given low score and 14 per cent of the respondents have given high score. Hence, the result is consistent.

Among the respondents who have less experience than their managers, 11.5 per cent have given low score, 14.5 per cent have given high score. Hence, the result is consistent. The chi-square analysis revealed that there is no relationship between managers’ location, interaction with managers and respondents’ opinion on managers’ interpersonal skills. There
is a relationship between managers’ gender, experience of managers with employees and respondents’ opinion on managers’ interpersonal skills.

**Evaluation of managers and respondents’ opinion on managers’ people management skills**

The study results indicated 13 per cent of the respondents with manager off site have given low score and 13 per cent of the respondents with managers’ onsite have given high score. Hence, the result is not consistent. Among the respondents who interact on need basis, 10.6 per cent have given low score and 9.5 per cent of the respondents who interact frequently have given high score. Hence, the result not is consistent. Among the respondents who have male managers, 13.5 per cent have given low score and 8.4 per cent of the respondents have given high score. Hence, the result is consistent. Among the respondents who have more experience than their managers, 14.5 per cent have given low score, 8.2 per cent have given high score. Hence, the result is consistent.

The results of chi-square analysis state that there is no relationship between manager’s location, employees’ interaction with manager, experience of managers with employees and opinion on people management skills. There is a relationship between manager’s gender and respondents’ opinion on people management skills.

**Profile of Managers**

**Age of Managers**

The study observed that, 69 per cent of the respondents are less than 30 years of age, 31 per cent of the respondents are between 30 and 35 years of age. No respondents are above 35 years of age. It can be concluded that 69 per cent of the respondents are less than 30 years of age.
Gender and Qualification of Managers

The study results state that 77 per cent of the respondents are male and 23 per cent of the respondents are female. From the study, it is inferred that 18 per cent of the respondents have completed UG degree in Arts, 79 per cent of the respondents have completed UG degree in engineering, and 3 per cent have completed PG degree. Most of the (79 percent) respondents have completed UG degree in engineering.

Income of managers

From the study, it is inferred that 58 per cent of the respondents have an annual income less than Rs.7,00,000, 13 per cent have annual income between 7 lakhs and 8 lakhs. 14 per cent have annual income between Rs.800001 and Rs.900000. 6 per cent have annual income between Rs.9,00,001 and Rs.10,00,000. 3 per cent have income between Rs.1000001 and Rs.11,00,000. 6 per cent have income above Rs.11,00,000. Most of (58 percent) the respondents have annual income less than Rs.7,00,000.

Number of Family Members and Type of Family

From the study it is identified that, 14 per cent of the respondents are having 1 member in their family, 25 per cent of the respondents are having 2 members, 20 per cent are having 3 and 4 members respectively, 12 per cent are having 5 members, 3 per cent are having 6 members, 4 per cent are having 7 members, 1 percent is having 8 and 9 members respectively. The study indicates that 62 per cent of the respondents belong to nuclear family, 38 per cent of the respondents belong to joint family. It is concluded that 62 per cent of the respondents belong to nuclear family.
Personality Characteristics of Managers

The study results indicate that majority (71 per cent) of the respondents are ambitious in their achievement attribute and 51 per cent of respondents’ emotional temperament is cheerful. Regarding energy level 52 per cent of the respondents’ energy level is passive.

The study results indicate that 63 per cent of the respondents’ are pessimistic in their philosophical attitudes and 48 per cent of the respondents’ are cautious on their risk attitudes. Among the 100 respondents 46 per cent of the respondents’ are planners in task performance attitudes. It further showed that 52 per cent of the respondents’ are gentle in their control attitudes.

The study results indicate that 31 per cent of the respondents’ are disloyal in dependability and 40 per cent of the respondents’ are arrogant in egocentrism. Regarding the emotional expression, 48 per cent of the respondents’ are having congenial emotional expression.

The study results show that 43 per cent of the respondents are objective in fairness and 42 per cent of the respondents’ are brave in their leadership attributes. The results further state that 69 per cent of the respondents’ are ethical with regard to rules.

Professional details of managers

The study results indicate that majority (86 per cent) of the respondents are working in CMM companies and most of the (93 per cent) respondents are working in MNCs. The results further state that majority (83 per cent) of the respondents are working in Software development companies and most of the (74 per cent) respondents have undergone management training.
Regarding the experience, the study indicates that most (77 per cent) of the respondents have less than 10 years of experience. Regarding the team size, 57 per cent of the respondents have less than 10 members in their team.

**Manager’s opinion on training on People Management Skills**

The study observes that majority (81 per cent) of the respondents interact frequently with their team members. It is also clear from the study that majority (73 per cent) of the respondents said coaching is a training method in their organization. Regarding the need for training majority (89 per cent) of the respondents said managers need training in people management. And most of (89 per cent) of the respondents described that better people management will have an impact on retention of employees.

**Managers Satisfaction on their Soft skills**

The study results indicate that 43 per cent of the respondents are highly satisfied regarding effective communication and 67 per cent are satisfied regarding positive attitude. The results further state that 51 per cent of the respondents are satisfied regarding presentation skills.

Regarding time management skills, 63 per cent of the respondents are satisfied regarding time management abilities. The results show that 53 per cent of the respondents are satisfied regarding effective criticism.

Regarding team motivation, 56 per cent of the respondents are satisfied with their team motivation. And 56 per cent of the respondents are satisfied regarding handling of team conflicts.

Regarding problem solving skills, 43 per cent of the respondents are satisfied with their problem solving skills. In the case of self-confidence, 48 per cent of the respondents are satisfied with their self-confidence.
The study results indicate that 51 per cent of the respondents are satisfied regarding flexibility/adaptability. In the case of listening skills 37 per cent of the respondents are highly satisfied with their listening skills.

The study results reveal that 42 per cent of the respondents are neutral regarding understanding what the world is all about. Regarding willingness to be accountable, 50 per cent of the respondents are satisfied with their willingness to be accountable. The study results show that 38 per cent of the respondents are satisfied regarding being ethical. And 44 per cent of the respondents are satisfied regarding manager’s ability to measure.

The study results indicate that 39 per cent of the respondents are satisfied and highly satisfied regarding being real with people and 49 per cent of the respondents are satisfied regarding leadership qualities. Regarding self-supervising, 46 per cent of the respondents are satisfied.

**Overall Training Effectiveness**

From the study it is observed that regarding the effectiveness of reaction, 39 per cent of the respondents felt it was very effective, 49 per cent felt it was effective, 9 per cent felt it was somewhat effective and 3 per cent felt it was not effective. It is concluded that 49 per cent of the respondents felt the reaction in training is effective. It is also observed that, regarding learning, 25 per cent felt it was very effective, 53 per cent felt it was effective, 20 per cent felt somewhat effective and 2 per cent felt it was not effective. It is concluded that 53 per cent felt the learning through training programme is effective.

From the study it can be observed that, regarding effectiveness of training programme on behaviour, 30 per cent felt it was very effective,
49 per cent felt it was effective, 19 per cent felt somewhat effective and 2 per cent felt not effective. It is concluded that 49 percent felt behaviour after training programme is effective. It is further observed that, regarding results of training programme, 33 per cent felt it was very effective, 54 per cent felt it was effective, 12 per cent felt somewhat effective and 1 per cent felt it was not effective. It is concluded that 54 per cent felt results of training programme is effective.

From the study it can be observed that, regarding effectiveness of training programme on behaviour, 30 per cent felt it was very effective, 49 per cent felt it was effective, 19 per cent felt somewhat effective and 2 per cent felt not effective. It is concluded that 49 percent felt behaviour after training programme is effective. It is further observed that, regarding results of training programme, 33 per cent felt it was very effective, 54 per cent felt it was effective, 12 per cent felt somewhat effective and 1 per cent felt it was not effective. It is concluded that 54 per cent felt results of training programme is effective.

The SEM model showed that the estimates of the coefficient of Var 6 (Team Player) is high (1.211) in Group 1 and it indicates that the employees are highly influenced by the manager’s ‘Team Player’ leadership quality and low (0.936) in Var 2 (Reliability and Honesty) indicates that the selected sample respondents are not influenced by the reliability and honesty of the manager’s leadership qualities. In group 2, the estimates of coefficient of Var 16 (understanding concern – 1.055) indicate that the employees are highly influenced by the manager’s leadership qualities and the Var 15 (Technical skills – 0.972) indicates that employees are influenced at the low level by manager’s leadership qualities. On the other side, among the 5 variables in group 3, Var 17 (Leads by example – 1.000) is highly influenced by the employees towards manager’s leadership qualities and employees are
influenced at the low level by Var 19 (creating choices and providing alternatives courses of actions – 0.944) towards manager’s leadership qualities. The selected 20 variables are highly significant at 1 percent level and their hypothetical association is presented in the following table.

The study revealed that the covariance construct, all the measured and latent variables are having influence among them together. Therefore, it is found that these three constructs can be used to measure the employees opinion towards manager’s leadership qualifies in IT industry in TamilNadu in the study area.

The Path diagram showed that the measured variables with latent variable of influencing factors are having positive relationship and also significant at 1 percent. The analysis of the ‘Ebinezar Vikkraman’ model, from the viewpoint of the antecedent of employees’ opinion towards manager’s leadership qualities in IT companies in TamilNadu, suggests that all the measured variables are significantly associated with the opinion of the employees towards manager’s leadership qualities in general and among the 20 selected variables, the variable ‘Team Player’ highly influences the employees in IT companies in TamilNadu.

5.3 SUGGESTIONS

The organizations should be very clear in their policy on salary hike and promotions. Professionals should be able to see a visibility on their growth. Evaluation on their performance is a challenging task. Organizations need skilled managers to evaluate the persons in a very professional manner. Selection and training of managers should be done very carefully as a recent study from Gallup has proved people leave managers and not organizations.
1) Managers should be trained soft skills. Management workshops should be organized for the leaders and managers.

2) It should be made sure that workload is fairly distributed. Estimation of the work should be done properly as this directly leads to professional satisfaction. Management should ensure that leads are with good technical skills to evaluate these tasks.

3) Job rotation and movement within the organization based on their skills and experience should be done effectively.

4) Work from home, in-house projects, regular shift projects can be preferred for women. Many employees work with their customers without knowing them.

5) Small trips to the customer locations regarding KT, study, requirements gathering can be encouraged. Video conferencing should be encouraged frequently.

6) Certifications on technologies should be encouraged by the organizations. Bonus, rewards can be provided for the employees who keep their technical skills updated.

7) To retain and hire top talent one cannot afford to ignore the value of a good work-life balance. Good work-life balance will increase the productivity at various levels. Organizations should conduct internal surveys to evaluate their work-life balance standards.

8) Recreation activities are important in IT industry. Work in this industry requires a sharp mind, ability to think out of the box and prepared mentally whenever needed regardless of the timing.
9) Management should organize events and activities on a regular basis to keep the people refreshed and enthusiastic all the time. If not done, the job might turn out to be too monotonous that the people would get worn out and lose their interest in the long run.

10) To keep the enthusiasm from waning, recreation and time out activities should be conducted. Apart from all this, fun activities make life at work fun and interesting.

5.4 CONCLUSION

The major challenge faced by all IT/ITES organizations is the retention of its employees. It would be beneficial for organizations and managers to retain the talented professional to make effective use of the human resource in the industry. Hence, the manager should train according to the requirement and efforts must be taken to develop the positive job satisfaction through effective human resource policies that are in alignment with the needs of the employees to motivate the employees. Maintaining good levels of motivation will increase job satisfaction that would result in increase in commitment and minimize employee turnover in IT/ITES industry in India. The present study is not an exclusive study to analyse the effectiveness of training among managers on effective people management skills. But it is an attempt to analyse the perception of managers on effectiveness of people management training and software engineer’s opinion on manager’s people management skills. Hence, it is suggested that the following research areas may be explored in future for further research.

- A Study on Human Resource Challenges in Information Technology Industry in Tamilnadu
• A Study on Employees Job Satisfaction and Its Impact on Employee Turnover in Information Technology Industry in Tamilnadu

• A Study of Work Life Balance of Software Professionals in Information Technology Industry in Tamilnadu