



Impact of Demographics on Career Continuum of it Employees in Hyderabad and Bangalore

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ABSTRACT

This article focuses on understanding the impact of demographics on the career continuum by using selected factors among IT employees. The questionnaire designed by the researcher consists of 42 items and used 100 responses for the research. The demographic variables Age, gender has no impact on the Career Continuum, education shown a moderate relationship and Stress & motivation in organization are having strong positive correlation on the Career Continuum of the employees in IT Industry.

INTRODUCTION

According to prior research, computer professionals have a strong need for growth and personal development compared to professionals in other occupations. They possess a high need for learning and they have a strong desire to be challenged (Couger et al., 1979). They are likely, therefore to seek jobs that fulfill their developmental needs. Further more, computer professionals face increasing risks of being made obsolete because of erosion of skills in a rapidly developing industry. Their persistently high rate of turnover suggests that the traditional concept of an organizational career may no longer be valid. That is, the career path for computer professionals is no more limited by organizational boundaries. Keen (1988) even asserts that there are no career paths for computer professionals; they only have career trajectories because their careers take shape in a state of flux.

CAREER:

A career is the pattern of work –related (Ex. Job positions, job duties, decisions and subjective

interpretations about work –related events) and activities over the span of person's **work** life. Protein career theory by Hall 1996: Protein careers are driven by the individual, not the organization, created from individuals' work and non-work goals, and driven by psychological success rather than attaining objective success through pay, promotion, or power. Boundary-less career theory Arthur and Rousseau 1996: Boundary-less career is a sequence of job opportunities that go beyond the boundaries of a single employment setting. Kaleidoscope career theory by Mainiero and Sullivan 2005: A Kaleidoscope Career is a career created on your own terms, defined not by a corporation but by your own values, life choices, and parameters.

BENEFITS OF CAREER CONTINUM STUDY AMONGST IT PROFESSIONALS:

Values of society change over time and consequently how a person reacts to a career may be modified. Today a growing number of people who are in IT careers less obsessed with advancement, continual success. The study

focuses in identifying and understanding the Impact of demographics on IT employee's career continuum.

AIM OF THE STUDY:

The IT employees prefer to choose this career because of the attraction of job security and the reputation that comes with working for a well recognized company, financial security and career advancement opportunities. Although the other factors are true there is a little scope for career advancements after they reached to mid career. The study focuses in identifying the different variables influencing the software employees in exhibiting different career patterns in career continuum..

NEED AND IMPORTANCE FOR THE STUDY:

Careers do not just happen in isolation from environmental and personal factors. A career is an on-going, vital component of our satisfaction and happiness in life however, our professional roles evolve. Every person's career goes through a series of stages .Each of these stages may be influenced by attitudes, motivation, the nature of task, economic conditions and so forth. Career can develop over time to form a continuum of satisfying experiences that will increase your personal sense of accomplishment and well being and enable to realize potential. Understanding the career issues of IT professionals is important for several reasons as they have a much shorter cycle before their skills become obsolete. Globalization, new technologies, industrial restructuring, downsizing, demographic shifts and the emergence of new occupations are all reshaping the careers of individuals..The likelihood of additional upward promotion for software employees is usually quite low which results in career plateau leading to changed career patterns in career continuum.

Every employ must be sensitive to the career cycle and the role that different influences can play at different stages .Employees must have a clear picture of the opportunities available now and anticipated in the future. A sharing of information, and understanding of career stages and concern about the forces that influence careers must be established as part of ongoing career continuum.

The study focuses on identifying the various forces that influences the difference in career paths of IT Employees in the career continuum.

REVIEW OF LITERATURE

The various studies related to career and IT employees have been briefly discussed below:

Gubler M Coombs, C & Arnold J, 2018, One of The main economic factor being IT in western

countries that is known for turnover are high and shortage of skills. Therefore individual career needs are satisfied by Organizational Career Management. What IT professional expect is not clear that is related to career support and to match the professional's expectations with organizations provisions. The paper represents the quantitative aspects of such IT professionals and their provisions from the employers in terms of OCM. The paper has listed the findings that there are mismatches between demand and supply of OCM. The author contributed an in-depth knowledge of OCM of IT professional preferences resulting practical implications beyond IT organizations.

Peter Herriot & Rob Strickland, 1996, globalization has given rise to changes in business environment leading to opening up of market and deregulation such new market in the advancement of IT and consumerism adding pressure of competition with commercialization of business. With the statement of Hamel & Prahalad 1994 changes in attitude related to society including education, government and health care leading to increased pressures providing value for money of taxpayers in such public sector.

P. C. B Lee, 2001, the author highlights the career management strategy career goals of IT professionals in Singapore. The paper resulted in three ways of career including first two related to career paths involving either managerial or technical careers in the profession of IT and finally the third one being the term of technopreneurship that highlights setting the own business in IT. Finally the author highlights points such as i) career planning resulting positively towards career strategy. ii) career strategy resulting positively to professional enhancement and iii) professional enhancement positive response on career satisfaction. Therefore the paper concluded that IT professionals have to strategize and plan their career.

John Arnold Crispin R. Coombs & Martin Gubler, 2019, the paper highlights the traditional career beyond a predictable environment of work related to individual. Career management still has to involve interactions with individual and organizations with a practical evidence of OCM in organizational career. Anchor theory has thrown light on professional preferences and research regarding the relationship between how people enact career, professional preferences and

constructs with such relationship that differ according to various countries. The study have considered 1629 IT professionals from 10 organization in the UK, Switzerland and Germany. The authors have listed the relationship between OCM and career anchor preferences others which are less evident and contradictory. The differences between nationalities were highlighted that were steady in research. Finally the study offered classifications for OCM practices underlying OCM and individual values.

Chang Boon Lee, P. ,2002, the study inspects career management and career goals strategies in IT professionals seeking advancement in the career in three different ways. First and second being standard career paths and third one being technopreneurship i.e. starting technology based own business by IT professionals. The results of the study explained that the career management strategy have an impact for career planning and have impact to professional enhancement; professional enhancement directly have impact to career satisfaction. Finally the study concluded stating career satisfaction could be through proper strategizing and planning of their career.

Appelbaum, S.H., Ayre, H. and Shapiro, B.T. ,2002, the authors studied career development, performance and management as projected by the research done by Noe, defined individual career management along with a review on career management programs and their outcome of its performance and organizational development to understand the relationship between the three important aspects career development, performance and management. The study used 3 companies in IT sector and its HRPs as its respondents using a questionnaire constructed with the help of Burack's career management audit and few measures of performance and development from different sources. Finally the future commendations have been made by the authors involving precursor to career performance and development including reviews of research oriented human resources database, development moves, retirement planning and career paths.

Objectives of the study:

To explore the variables (Gender, Age, Stress, Education and Motivation) impacting the career continuum of the employees of software industry.

Research methodology:

The target population will be confined to IT employees who are working in various levels in select IT Organizations located and operating in the Hyderabad and Bangalore. These IT companies are selected based on the NASSCOM survey for the year 2015-16. The organizations which have completed at least 10 years of operations will be chosen as a criteria , as only such organizations would have defined and standardized the Career Path for their employees. A Convenience sampling technique is used for selection of employees for the study among the IT Companies which are located in Hyderabad and Bangalore. The research will be employing survey method to get responses in a 5-point Likert attitude scale. The data is collected using questionnaires and interviews of the selected sample of Software Industry employees. The secondary data includes extracts from literature, various case studies, libraries from different IT Organizations, libraries associated with various universities, articles published in related Journals and Internet Sources.

The study is proposed to collect the data from a sample of about 100 employees working in **select** Software Companies. The sample covers both the genders and all age groups which fulfill the criteria identified. The period of the study for **primary information** will be collected during **2018-19**. A structured questionnaire given to the employees of the selected IT companies for primary data collection. The questionnaire is developed by the researcher and been tested for the reliability and validity is confirmed with the professionals. The questionnaire used in the survey consisted of two sections. The first section was the demographic information of respondents namely Gender, Age, Educational qualification, Marital status, Spouse profession, Total years of experience, Years of experience with present employer, Approximate no of promotions attained in entire career, Approximate number of technologies/ platforms worked and Reasons for choosing shift in technologies . The second section, including 42 statements, was designed to measure the impact on career continuum. This data is analyzed with the help of Factor Analysis and the major factors influencing Career Continuum are identified.

DATA ANALYSIS AND INTERPRETATION:

The Correlation among the demographic variable Gender and career continuum of the IT employees is table and the value is 0.024. the Model summary indicates the regression value in R square as 0.001. The Correlation table and Regression show

that there is low relationship between the demographic variable Gender and career continuum. Further the ANOVA test is conducted to test the hypothesis, here F is 0.058 and p-value is 0.81. The low F value and High P- value signify that the demographic variable Gender has no impact on career continuum variable.

Gender - Career Continuum Correlations			
		Career Continuum	Gender
Pearson Correlation	Career continuum	1.000	0.024
	Gender	0.024	1.000
Sig. (1-tailed)	Career continuum	0.00	0.405
	Gender	0.405	0.00
N	Career continuum	100	100
	Gender	100	100

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.024 ^a	0.001	-0.010	32.84323	1.864

a. Predictors: (Constant), Gender

b. Dependent Variable: Career continuum

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
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Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.018 ^a	0.000	-0.010	32.84762	1.861

a. Predictors: (Constant), Age Group

b. Dependent Variable: Careercontinuum

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	34.711	1	34.711	0.032	0.858 ^b
	Residual	105738.679	98	1078.966		
	Total	105773.390	99			

a. Dependent Variable: Career continuum

b. Predictors: (Constant), Age Group

Model	Regression	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.978	1	62.978	0.058	0.810 ^b
	Residual	105710.412	98	1078.678		
	Total	105773.390	99			

a. Dependent Variable: Career continuum

b. Predictors: (Constant), Gender

Age - Career Continuum: The Correlation among the demographic variable Age and career continuum of the IT employees is table and the value is 0.018.the Model summary indicates the regression value in R square as 0.00.The Correlation table and Regression show that there is no relationship between the demographic variable Age and career continuum. Further the ANOVA test is conducted to test the hypothesis, here F is 0.032 and p-value is 0.858. The low F value and High P- value signify that the demographic variable Gender has no impact on career continuum variable.

Correlations			
		Career continuum	Age Group
Pearson Correlation	Career continuum	1.000	-0.018
	Age Group	-0.018	1.000
Sig. (1-tailed)	Career continuum	0.0	0.429
	Age Group	0.429	0.0
N	Career continuum	100	100
	Age Group	100	100

Stress and Career continuum:

The Correlation among the demographic variable Stress and career continuum of the IT employees is table and the value is 0.311.the Model summary indicates the regression value in R square as 0.097.The Correlation table and Regression show that there is moderate relationship between the demographic variable stress and career continuum. Further the ANOVA test is conducted to test the hypothesis , here F is 10.548 and p-value is 0.02. The moderate F value and low P- value sifgnify that the demographic variable stress has moderate impact on career continuum variable.

Correlations			
		Career continuum	Stress
Pearson Correlation	Career continuum	1.000	0.311
	Stress	0.311	1.000
Sig. (1-tailed)	Career continuum	0.00	0.002
	Stress	0.002	0.00
N	Career continuum	100	100
	Stress	100	100

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.311 ^a	0.097	0.087	31.22547	1.840
a. Predictors: (Constant), Stress					
b. Dependent Variable: Career continuum					

ANOVA^a

* Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10220.466	1	10220.466	10.482	0.002 ^b
	Residual	95552.924	98	975.030		
	Total	105773.390	99			

a. Dependent Variable: Career continuum

b. Predictors: (Constant), Stress

Education- Career Continuum:

The Correlation among the demographic variable Education and career continuum of the IT employees is table and the value is 0.799.the Model summary indicates the regression value in R square as 0.638.The Correlation table and Regression show that there is high positive relationship between the demographic variable Education and career continuum. Further the ANOVA test is conducted to test the hypothesis, here F is 172.977 and p-value is 0.000. The high F value and low P- value signify that the demographic variable Education has strong impact on career continuum variable.

Correlations

		Career continuum	Education
Pearson Correlation	Career continuum	1.000	0.799
	Education	0.799	1.000
Sig. (1-tailed)	Career continuum	0.00	0.000
	Education	0.000	0.00
N	Career continuum	100	100
	Education	100	100

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.799 ^a	.638	0.635	19.75704	1.884

a. Predictors: (Constant), Education

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67520.014	1	67520.014	172.977	0.000 ^b
	Residual	38253.376	98	390.341		
	Total	105773.390	99			

a. Dependent Variable: Career continuum

b. Predictors: (Constant), Education

Motivation- career Continuum: The Correlation among the demographic variable Motivation and career continuum of the IT employees is table and the value is 0.956. The Model summary indicates the regression value in R square as 0.915. The Correlation table and Regression show that there is high positive relationship between the variable Motivation and career continuum. Further the ANOVA test is conducted to test the hypothesis, here F is 1048.661 and p-value is 0.000. The high F value and low P-value signify that the variable Motivation has strong impact on career continuum variable.

Correlations			
		Career continuum	Motivation
Pearson Correlation	Career continuum	1.000	0.956
	Motivation	0.956	1.000
Sig. (1-tailed)	Career continuum	0.00	0.000
	Motivation	0.000	0.00
N	Career continuum	100	100
	Motivation	100	100

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.956 ^a	0.915	0.914	9.60441	1.891

a. Predictors: (Constant), Motivation

b. Dependent Variable: Career continuum

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96733.411	1	96733.411	1048.661	0.000 ^b
	Residual	9039.979	98	92.245		
	Total	105773.390	99			

a. Dependent Variable: Career continuum

b. Predictors: (Constant), Motivation

Conclusion:

The demographic variables Age, gender has no impact on the Career Continuum, but the variable education shown a moderate relationship as it's the ability to start the Career and update information. The variables Stress and motivation in organization are having strong positive correlation on the Career Continuum of the employees in IT Industry. Employees Career continuum is dependent on the Stress levels in the Career and motivation provided by the work, superiors, work environment and Organization Culture. Further studies can explore other variables which impact the Career Continuum of the employees.

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