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**IMPACT OF CAREER DEVELOPMENT ON QUALITY OF WORK LIFE IN IT SECTOR****KATHIRAVAN****RESEARCH SCHOLAR****DEPARTMENT OF EDUCATIONAL MANAGEMENT AND APPLIED PSYCHOLOGY****NATIONAL INSTITUTE OF TECHNICAL TEACHER TRAINING & RESEARCH****TARAMANI P.O.****DR. R RAJENDRAN****ASSOCIATE PROFESSOR AND HEAD IN CHARGE****DEPARTMENT OF EDUCATIONAL MANAGEMENT AND APPLIED PSYCHOLOGY****NATIONAL INSTITUTE OF TECHNICAL TEACHER TRAINING & RESEARCH****TARAMANI P.O.****ABSTRACT**

*Quality of Work life has definitely gained relevance globally. Companies are branded and warded based on these factors. Its high time most companies offer what is promises while onboarding employees, this could help retain employees, build brands and save cost in training and replacing employees. Productivity levels we believe takes over two years to be achieved as learning anything for that matter be it culture, work related technicalities evolves and at times time consuming. Hence focus on Quality of work life is essential.*

**KEYWORDS**

Career Development, Quality of Work Life, I T Sector

**I. INTRODUCTION**

In today's dynamic world we constantly seek better quality in our work life, a concept fairly new and have found relevance across industries at all levels in an organization. Amidst different industries in our country the most sought out one is the \$160 billion Information Technology sector. In the last decade and a half this sector has transformed the way we look at quality in our work life.

Quality of work is a set of principles, which holds that people are the most important resource in the organization as they are capable of making valuable contribution to the organization. QWL consists of opportunities for achieve involvement in group working that are mutual benefit to the organization.

Thus, QWL is a comprehensive construct that includes an individual's job related well-being and recording work experience of the employees.

With Industry icons like Shri Azim Premji, Founder-Wipro and Shri. Vishal Sikka, CEO, Infosys clarifying that strategizing ahead is all the more challenging as implementing them in the next decade to come, work life seem to take a back seat which could affect the individual and organization at large. The industry in simple words could see a paradigm shift in the way they approach future with changes in US government and law, Demonetization and issues with online frauds the industry is all set for new challenges ahead.

Employees seek better career growth and development to ensure that they fair through the rough tide ahead.

Career development is defined as "evolving sequence of an employees work experiences over the time" and more of "moving sequence" on their life"

Career Development is the lifelong process of managing learning, work, leisure, and transitions in order to move toward a personally determined and evolving preferred future.

Most companies fail to understand this and believe that important factor such as career development is one's personal problem and has nothing to do with one's professional pressures.

**II. CHALLENGES**

Companies while onboarding employees at all levels in their organizational arrangement share a few career development aspects such as given below:

1. Established career path
2. The opportunities for growth
3. The confidence they provide to employees of unbiased career development.

But, do they actually deliver what they promised is the fact that need to be analyzed.

According a recent survey today's flat organizational structures mean employees spend more time at each job level – roughly three more years than in 2010. This slow progress has resulted in more than 70 percent of employees being dissatisfied with future career opportunities, leading to potentially massive turnover costs. This survey that covers nearly 12,000 employees globally has stated that employee turnover is mainly due to lack of career opportunities. It is believed that it could cost a company \$25,000 as a result of coercing existing employees and slowing down productivity rate due to employee turnover. On the contrary, if the company could provide employee with career opportunities, employee turnover could reduce by 33% saving millions.

**Thackray (1981)** found boredom and monotony after produces adverse effect on QWL. Sekaran and Wagner (1980) worked on sense of competence for white collar employees of USA and India. Results indicate that experienced meaningfulness of job was the single most important contributor to a sense of competence for employees in both countries because sense of competence has been highly correlated with QWL.

**Sharma (1978)** studied 12 organizations in different parts of the country to examine labour force commitment. With a sample of 1,971 industrial workers, he came to the following conclusion: much of the tension and strife that pervade the industrial relations scene today can be explained by the alienation of the Indian industrial worker. Correlational analysis showed that, the workers' attitude and orientation towards both the company and the job are not influenced by their socio-cultural background. Instead, these are significantly associated with the following sets of factors: (a) preference for industrial work; (b) personnel policies and practices; (c) work technology; and (d) union involvement. He suggests that it is futile to blame factors such as socio-cultural background or rural/ agricultural origin of the workers as the cause of low commitment. He suggests improvement in two areas, (a) work technology; and (b) organizational culture

**III. PROBLEM STATEMENT & ANALYSIS**

Career Development is important as it implies recognition, reward and demonstrates employee's commitment to an organization. In its absence it causes a lot of difficulties to employee and organization development as a result of higher attrition rate.

This study has attempted to study how career development affects the quality of work life.

TABLE 1: SIGNIFICANCE OF MEAN DIFFERENCE BETWEEN MALE AND FEMALE RESPONDENTS ON THE FACTOR OF QUALITY OF WORK LIFE: CAREER DEVELOPMENT

DEVELOPMENT						
Group	N	Mean	S.D.	M.D.	S.E.	't'-Value
Male	145	9.91	1.53	0.31	0.24	1.24 (NS)
Female	55	9.60	1.63		0.25	

NS – Not Significant

The obtained 't'-value of 1.24 which is insignificant shown in the above Table-56. It indicates that there is no significant mean difference in Career Development between male and female respondents. Therefore, the proposed Hypothesis stated that "there will be a significant difference between male and female respondents on the factor of Quality of Work Life namely Career Development" is rejected.

TABLE 2: ANOVA FOR DIFFERENT EDUCATION GROUP OF RESPONDENTS ON THE FACTOR OF QUALITY OF WORK LIFE: CAREER DEVELOPMENT

Source of Variation	S.S	d.f.	M.S.	'F'-Value
Between Group	3.08	2	1.54	0.62 (NS)
Within Group	487.13	197	2.47	
Total	490.22	199		

NS –Not Significant

The obtained 'F'-value of 0.62 which is insignificant shown in the above ANOVA Table indicates that there is no significant mean difference in the Career Development among the different education group of respondents namely Under-Graduates, Post-Graduates and Others.

Therefore, the proposed Hypothesis stated that, 'there will be significant difference among the different education group of respondents on the factor of Quality of Work Life namely Career Development' is rejected.

Further, study of Igbaria and Greenhaus (1992) revealed that, higher educated employees had a direct effect on turnover intervention. The higher educated employees had lower job and career satisfaction.

TABLE 3: ANOVA FOR DIFFERENT POSITION GROUP OF RESPONDENTS ON THE FACTOR OF QUALITY OF WORK LIFE: CAREER DEVELOPMENT

Source of Variation	S.S	d.f.	M.S.	'F'-Value
Between Group	30.47	4	7.61	3.23**
Within Group	459.74	195	2.35	
Total	490.22	199		

\*\* Significant at 0.01 level

TABLE 4: MEAN AND S.D. FOR DIFFERENT POSITION GROUP OF RESPONDENTS ON THE FACTOR OF QUALITY OF WORK LIFE: CAREER DEVELOPMENT

Position group	N	Mean (X)	S.D
Senior	20	10.20	1.50
Middle	94	9.71	1.55
Junior	39	9.33	1.62
Trainee	44	10.40	1.45
Supporting Staff	3	9.0	0

The obtained 'F'-value of 3.23 shown in the above ANOVA Table is significant at 0.01 level. The value indicates that there is a significant mean difference among the different position group of respondents namely Senior, Middle, Junior, Trainee and Supporting Staff on the factor of Career Development in Quality of Work Life.

Further, the mean Table-76(a) indicates that the Trainee group of respondents have scored the higher mean value of 10.40 and the lowest mean score is obtained by Supporting Staff (Mean = 9.0).

Therefore, the proposed Hypothesis stated that, 'there will be a significant difference among the different position group of respondents on the factor of Quality of Work Life namely Career Development' is accepted.

Sandra Slaughter et al (2007) stud revealed that human capital as a primary determinant of compensation and a moderator of IT Compensation- organizational tenure profiles.

TABLE 5: CORRELATION CO-EFFICIENT FOR THE FACTORS OF QUALITY OF WORK LIFE

	Job requirement	Job satisfaction	Individual Growth	Work Environment	Career Development
Job requirement	--	0.489 <sup>xx</sup>	0.484 <sup>xx</sup>	0.354 <sup>xx</sup>	0.383 <sup>xx</sup>
Job satisfaction		--	0.610 <sup>xx</sup>	0.622 <sup>xx</sup>	0.592 <sup>xx</sup>
Individual Growth			--	0.692 <sup>xx</sup>	0.512 <sup>xx</sup>
Work Environment				--	0.574 <sup>xx</sup>
Career Development					--

\*\* Significant at 0.01 level

The above Table-77 shows the correlation co-efficient for the factor of Quality of Work Life. The factor of Job requirement is correlated with Job satisfaction ( $r = 0.489$ ) which is significant at 0.01 level. Also, the factor job requirement is correlated with Individual Growth, Work Environment and Career Development and 'r' values are found to be 0.48, 0.35 and 0.38. All the values are significant at 0.01 level.

The 'r'-value of 0.610 is highly correlated with job satisfaction and individual growth. It is followed by the factor of job satisfaction is highly correlated with Work Environment ( $r = 0.62$ ) and Career Development ( $r = 0.59$ ).

The factor of Individual Growth is highly correlated with Work Environment ( $r = 0.69$ ) and Career Development ( $r = 0.512$ ) which is significant at 0.01 level.

Finally, the factor of Work Environment is correlated with Career Development ( $r = 0.574$ ) at 0.01 level.

Overall, the proposed Hypothesis (No.6) stated that, 'there is a significant relationship among the factors of Quality of Work Life' is accepted.

#### IV. CONSEQUENCES

During 2015 a company surveyed nearly 1000 HR professionals and 1000 employees across Britain. It results were that 60% of the HRs responded saying their company provides career opportunities to which only 36% of the employees agreed. 41% of the employees said they would quit their job if they don't find their company offering career opportunities.

According to a commonly cited study by Princeton University, higher income increases happiness, but only up to about US\$75,000 (\$99,000) - after that, higher pay doesn't make us that much happier.

"We also know money matters for workplace satisfaction," writes Glassdoor's Patrick Wong.

"Our research shows higher pay is statistically linked to higher job satisfaction, but the impact is small. To most workers, pay matters much less than other factors like culture and values, career opportunities, and the quality of senior leadership."

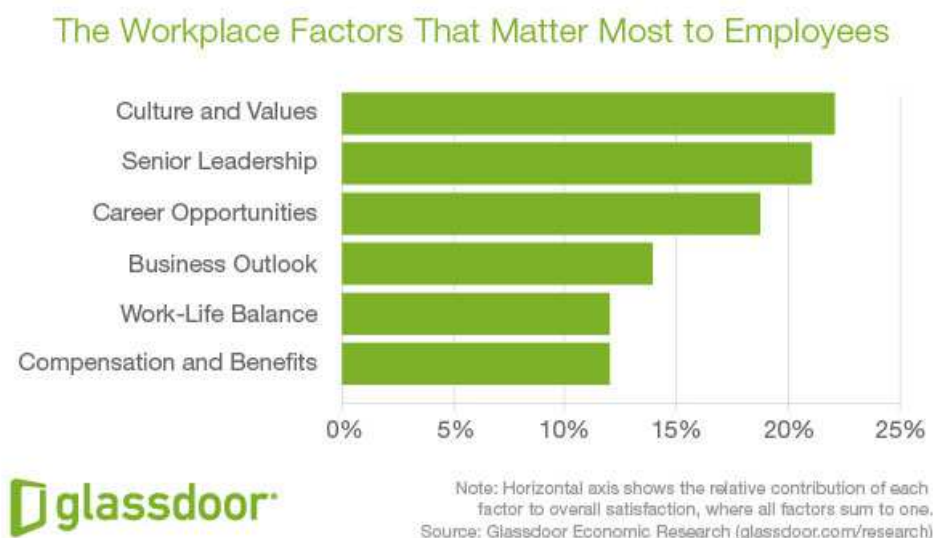
1. The U.S. Bureau of Labor statistics found that companies with fewer than 100 employees gave only 12 minutes of manager training every six months. Organizations with 100 – 500 employees provided just 6 minutes.
2. A research by Middlesex University for Work Based Learning found that from a 4,300 workers sample, 74% felt that they weren't achieving their full potential at work due to lack of development opportunities.
3. The same research by Middlesex University's Institute for Work Based Learning showed that 56% of HR Managers considered training and development to be an essential business enabler. Here's a clear disjunctive between manager beliefs and practice. HR Managers consider it important, but they aren't doing enough to increase employee training opportunities.
4. As many as 1 in 3 people leave their organization within the first year, either voluntarily or involuntarily. An incredible 22% of staff turnover happens within the first 6 weeks of employment.  
Also, according to Gallup's 2014 research only 13 percent of all employees are "highly engaged," and 26 percent are "actively disengaged." Employees are more disengaged at work.
5. PwC estimates that the cost of losing an employee in the first year can be up to three times the person's salary. That's a loss of £42bn (\$63.3bn) in the UK alone.
6. 70 % in a 2015 survey said that job-related training and development opportunities directly influence in their decision to stay with a company. One must understand that the cost of retaining present employees is much less than the cost of replacing them.
7. A 24X7 learning survey revealed that only 12% of learners say they apply the skills from the training they receive to their job. This suggests that learner needs aren't being mapped effectively before developing a program.
8. According to a 2015 ATD research study, only 38% of managers believe that their learning programs meet their learner's needs. In other words, 62% of HR managers believe that they are not doing a good job meeting the learner's needs.
9. One out of every three employees say that uninspiring content is a barrier to their learning. This means we need to try to develop training programs that entertain and inform. Not only is fun training more enjoyable for the learner; it's more effective, translating into less money spent on retraining.
10. Ineffective Training Costs Money: Given the statistics above, what is the total loss to a business from ineffective training? It's staggering: \$13.5m per year, per 1,000 employees

## V. THE SOLUTION

Career Development Benefits a company in the following ways:

1. Helps retain the best talent. Retention is considered as one of the most difficult function in human resources. Career Development ensures that retention is done through equipping employees with knowledge and by showing the clear path ahead for them. This would motivate employees to stay back in the organization.
2. Enhances Employee engagement and productivity. Today's employees seek meaning and direction in their work - not just jobs and tasks, but meaningful careers and career goals. Employers who have provided career development processes, resources, and tools to employees feel that employees have felt engaged and supported by the organization.
3. Succession Planning is a part of the process and hence the organization strengthens its capabilities through career development.
4. With aging workforce and baby boomers career development enhances the transition phase that takes place without any problems.
5. Needless to say that the company's brand building exercise is also taken care off. With more satisfied employees on board the organization's brands take an upbeat.
6. Career development is not always money. A Survey by Glassdoor of 221,000 professionals has resulted in employees stating that they are more inclined towards culture, leadership, career opportunities, business outlook, work – life balance and finally compensation.

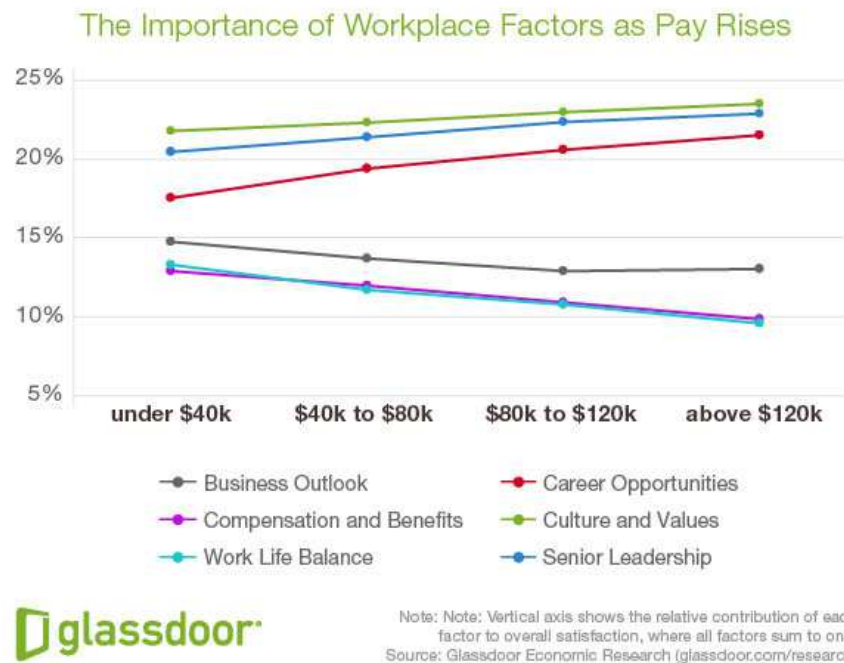
FIG. 1



Source: Glassdoor

7. Another statistics in relation to their pay have shown the above mentioned trend as the pay of the employee increases. It is also noted that after a certain level of hike in salary it doesn't matter to the employee further.

FIG. 2



## VI. CONCLUSION

To Conclude Quality of Work life has definitely gained relevance globally. Companies are branded and warded based on these factors. Its high time most companies offer what is promises while onboarding employees, this could help retain employees, build brands and save cost in training and replacing employees. Productivity levels we believe takes over two years to be achieved as learning anything for that matter be it culture, work related technicalities evolves and at times time consuming. Hence focus on Quality of work life is essential.

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