

Career Satisfaction of Employees Hired from Campus in IT Sector in Kerala

Anusha M N, Rogen K Panicker

Abstract: *Job satisfaction is studied exhaustively, but a related higher order concept of career satisfaction remains still to be explored. Hiring modes chosen by it firms are well known, but the difference in effectiveness of such modes remains in the dark. Campus is happy, once they place their students, but what happens to their careers thereafter is unknown. This study looks for theoretical factors affecting the career satisfaction of employees in Information and Technology sector. A conceptual framework outlining the discrete variables affecting career satisfaction is presented. The relationships shall be substantiated by future studies.*

Keywords: Career, Employee, Information Technology

1. Introduction

1.1 Background

Kerala is an advanced culture and is rated high on human development indicators with the highest quality education, health standards, controlled population and the highest dignity to females to women.

IT sector has been in the forefront, relative to other sector in the economy. To stay alive as a prominent IT destination, the IT sector in Kerala must embrace value addition. It must lure investment in the IT sector and not rely too much on established activities. As the Indian IT sector fights with issues of the changing goals, Kerala must also keep track with these new requirements. Simultaneously, the marked advancements that have been made in digitalization of the people and the creation of IT awareness. State must continue to be searching for avenues of further investment in infrastructure.

Career satisfaction is seen as an outcome variable representing success of careers and fulfillment. Its value as a measure of success is such that policy choices are based on career satisfaction. Say, in the medical field, for example, differences in career satisfaction interest analysts about the attractiveness of profession, the impact of caretaking, and physicians' expertise in different areas of specializations.

The prime reason why much importance is attached to career satisfaction maybe that it represents a summary of how a person looks back at lifetime of work - which represents about a lakh hours for typical Indian and all the accompanying individual achievements, the very feelings of accomplishment, and satisfaction, as well as the would be setbacks likely in the path of a career. The study seeks variables leading to career satisfaction. The study further searches for patterns within those hired by campus selection, in terms of these variables of interest.

1.2 Rationale

University at large and campus to be precise is a widely accepted mode of talent acquisition. Quality of education of a university is rated based on a consistent and healthy percentage of campus placements. But, what happens after placement remains more of a mystery.

Extensive literature survey and discussions with experts, and a thorough search of the previous research studies have confirmed such a research gap in this area, which deserves a fresh study.

Research gap in this rather untapped area of career path - hiring mode inter linkages, deserves a descriptive cum exploratory research study.

1.3 Research Questions:

- Do the employees selected from campus acclimatize easily with company culture?
- Does the company treat campus placed and other employees fair and equal?
- For how long are the campus recruitees likely to stay on?
- Do the campus recruitees tend to switch to a different career relative to the rest of the workforce?
- How likely are the campus placed employees likely to switch to a competitor in IT sector itself, relative to other sectors?
- Do campus recruitees switch career faster, relative to other employees?
- Are those chosen from campus more vulnerable to poaching, relative to the rest?
- Are the IT firms giving adequate assistance to campus recruitees in career development?
- Should companies rely fresh blood from campus over those who have prior experience?
- Is there a pattern within the career paths of campus placed employees?
- Is there a perceived contrast between the career paths of campus hires and others?
- How equitable are the campus recruitees feeling about the outputs they receive, relative to other employees?
- How satisfied are the campus recruitees with their career, relative to other employees?
- How matched are the personality traits of a fresh candidate from campus and requirements of IT sector?
- How satisfied are the campus recruitees with their careers?

1.4 Objectives:

- To study the career management practices adopted by firms in IT sector.
- To study the hiring practices adopted by firms in IT sector.

Volume 11 Issue 6, June 2022

www.ijsr.net

Licensed Under Creative Commons Attribution CC BY

- To identify the broad factors affecting career satisfaction of employees in IT sector.

2. Overview

2.1 IT sector in Kerala

A career in IT is in no way comparable with other jobs, as it requires unique set of skills. Turnover in IT sector is high due to the inherent nature of job. Career switching is commonplace, maybe in search of factors which the IT sector is found wanting. Company switching in the same sector along with poaching practices are prevalent. There exists multitude of factors affecting employee turnover. The prominent one may be your Front door. This implies the significance of modes of recruitment, or hiring practices in a broader sense.

Campus recruitment practices in Japan has been a benchmark in this area of employee hiring. Family like ties do exist, courteously to classmates hired from campus without prior experience. Many studies have weighed the pros and cons of Japanese model of campus hiring, fresh training, generic jobs and lifelong employment. Another interesting aspect of financial connotations is the cost on retention vs hiring employees. It costs ten times to hire, train and develop a new employee to fill the gap of an experienced one. Retaining the best talent is significant in this regard. And, there is little transparency over the career progression of an employee after his/her placement on a job. From research perspective, studies over the years in this area have not peeped into the opacity associated with IT career paths. From another contrasting perspective, this study could help IT companies decide on the retention probabilities on selection modes - campus and other sources.

Kerala has a holistic development plan with the hub - and - spoke model plan. Technopark (Thiruvananthapuram), Infopark (Kochi) and Cyberpark (Kozhikode) act as hubs for satellite centres of IT flag. The three IT parks together have about 800 companies employing over 1 lakh professionals.

Technopark, Thiruvananthapuram is one of India's largest IT parks and one of world's greenest one as well. It is Kerala's first park model with more than 400 companies employing more than half a lakh IT professionals. Technopark spans across 724 acres of land in 5 phases, with 9.7 million sq. ft. space. IT SEZ and DTA areas are within the campus.

Infopark, Kochi, since its inception in 2004 has been growing and attracting investments from all quarters. The 260 - acre campus has Special Economic Zone (SEZ) and non - SEZ facilities. Infopark has an area of 6 million sq. ft.

Cyberpark, Kozhikode offers customised workspaces, excellent infrastructure and end - to - end IT solutions. It is long term planned and fast - developing as the genuine destination for investments. Cyberpark an area of 8 Lakhs sq. ft.

2.2 Career Satisfaction

A career may be defined as ' a sequence of jobs that constitute what a person does for a living'.

The concept of career management is age - old, but modern times and adaptation should be considered. The expected outcomes of this change are to anchor the individual on career planning from the beginning and to revamp the plan in changing times, develop flexibility of human capital and for the company thereby embracing change; encourage and support career development; and boost the organizational performance.

The notable objectives of career planning are to identify characteristics of the employees, generate awareness about each employee's role, respect feelings of colleagues, attract talented employees to the firm, train employees towards synergy building skills, and encourage functional conflict.

Career path refers to trajectory of the employee within an organization. Career Path basically means the various positions an employee climbs up one by one as his Career progress in an organization. The employee may move up most of the time but also move horizontally to move to a different type of job role.

Career ladder in the IT industry can be classified into hardware and software. Under hardware, functions like manufacturing, maintenance, research and development, and management etc comes into place.

Software includes programming, software testing, and maintenance and support. IT professionals continue to be wished for, especially those with quality skills, talent, and inclination. Typically, if you are a fresher from campus, you will undergo training and then be designated as an entry level entrant. Campus selection is a common hiring practice followed by IT firms. Nopnotch universities and prominent IT firms join hands frequently. It isn't done with just placement, but universities should ensure career progression and continuing relationships.

Career development means self - knowledge, exploration, and decision - making that moulds your career. It requires successfully negotiating your occupational options to choose and train for jobs that suit your traits, skills, and interests. If you pay attention to career development, you would identify own strengths and blind spots, then work hard to improve upon those skills. Learn about different roles and industries which match your abilities, seek out opportunities well in advance, and change careers altogether, if needed.

Career satisfaction is a subjective measure. There are some theories of career satisfaction. One theory is that the whole is the sum of the parts of components like compensation, hours of work, and inclination to work. Another theory is that career satisfaction is a perplexing mix of responses that cannot be easily deducted to components. Although career satisfaction is rarely the primary topic of research investigations, it is often seen as an important criterion variable contributing to personal and organizational factors. On the other side, most empirical studies in the domain have

focused on professional occupations in which a career represents a sequence of positions over time, with focus on career advancement, progression, and cumulative experiences.

Career satisfaction is not job satisfaction. Job satisfaction, which is usually a person's satisfaction level with a single job, the job one currently holds or most recent. Although career satisfaction is seldom the primary topic of research investigations, it is studied a relevant variable in relation to many individual and organizational factors. The term career refers to all of the work - related tasks one engages in and all of the experiences a person has over the career.

2.3 Hiring Modes

Vacancy could be notified or posted in own website. Existing staff could be promoted based on performance. Offering permanent jobs to trainees and apprentices. Employee Recommendations from their trusted Network of contacts. Poaching from competing IT firms. Former employees who left for various justifiable reasons could be rehired. Recommendations from Contacts viz Faculties and consultants in colleges, B schools and other institutions. Partners and Recruitment consultants could be trusted upon. Former applicants, based on unsolicited application pool. Casual callers, could be thought of as confident enough to take the initiative. Job centres and such employment agencies. Local press or specialised magazine or journals or portals could reach niche candidates. Other options of customised nature based on entrepreneurial innovativeness are also deployed from time to time.

3. Review of Literature

A literature review discusses and analyses already published info in a particular domain. In this study, the concept of career satisfaction, its determinant factors, related previous studies, campus placement as a selection method, any linkages between modes of selection and eventual career satisfaction are being probed into.

Career management is defined as 'attempts made to influence the career development of one or more people' (Arnold, 1997, p.19).

Each career is at its own and value attached on human capital that is unique to the specific career (Iellatchitch et al., 2003; Mayrhofer et al., 2004). The concept applies to IT sector, as it sounds. HR capital includes an individual's knowledge, skills, abilities and other characteristics that enable a person to perform at the highest level (Wright et al., 1994; Ployhart and Moliterno, 2011; Wright and McMahan, 2011).

According to NASSCOM4 – 2012 report the IT and BPO industry is the major employment generator in India adding more job attractiveness in India for 21st century. The sector provides millions of direct jobs and even more millions of indirect jobs.

Graduates are a key employee cluster in organizations, but the cost of investing in their career progression raises

important issues for employers. Those firms acknowledging the analyses of writers such as Handy (1989) and Bridges (1995), may not wish to promise a lifelong career, they wish to retain a majority of their graduate recruits for long. Yet many UK graduates change jobs after a short period of time with their first employer (Sturges & Guest, 1999).

Earlier researchers have suggested that, if graduates are to manage their own career successfully, they need assistance from their employers to give them the skills and confidence to do so (Noe, 1996; Fournier, 1997). Therefore, one would expect organisation to provide career development guidance.

Yes, campus does have responsibility after getting their ward placed on the job. Bruce Basta, D' Archy Becker, P. Jane Staly, Richard S Sathe and Kate Mooney (2007), pointed that the campus recruitment process should be not considered as a onetime recruitment process. It should be considered as an ongoing commitment. The corporate instead of visiting all the universities, should identify some reputed campus and associate themselves.

Retention is largely undermined. The recruiters should educate the students on the current industry trends and justify the salary levels to the students. Corporate should connect with the students (Eddy S. W. Ng, Ronald J. Burke, 2006), while on campus regularly to understand differing perceptions. It is yet to be investigated about the effects of career management practices on organizational commitment, despite evidence that they seem likely to make a relevant contribution to it (Arnold & Mackenzie Davey, 1999).

Career satisfaction in Indian context still revolves around salary. This Perception is doubtful. Though the students consider a revision of entry level salaries, but salary has not been a determinant in career choice (Gokuladas, 2010).

Another variable may be the employee Personality. Many studies have focused on Big 5 personality model to assess career satisfaction. in a meta - analysis of hundreds of samples, Judge et al (2002) found that Extraversion and Neuroticism were consistent predictors of job satisfaction and that one in five of the variance in job satisfaction could be explained by personality traits. Also, in a sample of nearly 6000 individuals going through career transition, Lounsbury et al. (2003b) found that personality traits were related to career satisfaction, with one set of traits accounting for 17% of the variance in career satisfaction.

Some researchers view career satisfaction as an antonym of turnover. Whitaker (1999) estimates an annual turnover rate of 20% for IT workers, costing corporations from one to seven times the employee's salary to fix an alternative (Kochanski and Ledford, 2001). In fact, changing jobs has become so common that a 'turnover culture' has become a norm in the IT field (Moore and Burke, 2002). Career satisfaction is an important variable because it represents an overall summary of how a person feels about a lifetime of work – which has been estimated to be about 100, 000 h for the typical western citizen (Career Strategists, 2006) – and all the diverse experiences that comprise a career.

1) Research Methodology

There are different types of scholarly literature, some of which require original research (primary literature) and some that are based on other published work (secondary literature). This is a short article of the latter category, a review article cum a perspective piece which narrates a comprehensive summary of prior research on the topic "Career Satisfaction" and a perspective on the current state of the field and where it is heading. This article provides a constructive analysis of existing published literature in the domain of career satisfaction, identifying specific gaps and recommends niches for future research.

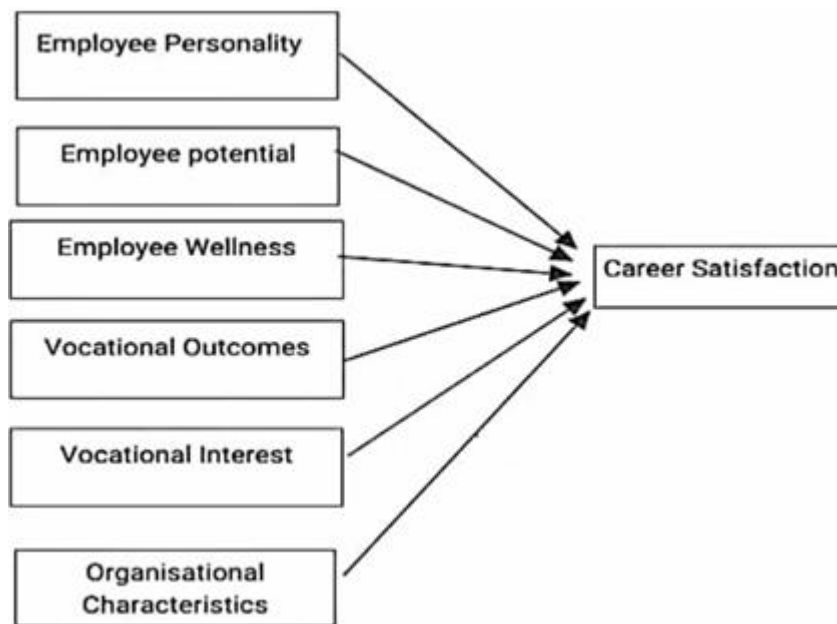
2) Variables pertaining to the study:

Dependent variable is Career Satisfaction.

Six Independent variables with broad meanings include:

- a) Employee Personality - The fit between own personality and requirements posed by career.
- b) Employee Potential - Degree of Utilisation of skill set of employee in the career roles played.
- c) Employee Wellness - The fulfillment and meaning associated with performing the job.
- d) Vocational Outcomes - Fairness of remuneration with respect to workload and what one could earn elsewhere, hikes over time, intrinsic rewards, recognition, promotional avenues, training, career prospects etc.
- e) Vocational Interest - Match of own interest, credentials or inclination with nature of career or content of job.
- f) Organisational Characteristics - Suitability of work environment, structure, leadership styles, values, organisational culture among others.

3) Conceptual Framework



4. Conclusion

The interlinkage between Recruitment modes and employee retention is understudied. Further, literature review shows gap in comparative studies about campus recruitment and other modes of hiring. This study focused on understanding the various hiring methods used by it sector and the longevity of campus hires. Career satisfaction level of employees selected from campus and other hiring modes seems to be different. Six variables were qualified as contributing to the career satisfaction of employees.

A conceptual framework is arrived at. An investigative thesis regarding the model shall be attempted at in the near future.

5. Future Research

This study opens door for future studies in choice of hiring modes, career satisfaction and employee behaviour.

The perceived equity felt by employees selected by different hiring modes may differ significantly. The propensity to switch jobs and vulnerability to poaching of employees selected by different hiring modes may differ significantly. The effect on inherent personality traits on career satisfaction needs to be explored in detail. The relationship between employee motivation and career management practices may differ across employees selected by various hiring modes. The impact of flattening of layers of modern day organizations on the career progression plans of employees need to be looked upon.

References

- [1] Adamson, S. J., Doherty, N. and Viney, C. (1998). 'The meanings of career revisited: implications for theory and practice'. *British Journal of Management*, 9: 4, 251-259
- [2] Arthur, M. B., Hall, D. T. and Lawrence, B. S. (eds) (1989). *Handbook of Career Theory*, Cambridge: Cambridge University Press.
- [3] Ben - Shakhar, G. (1989). Nonconventional methods in personnel selection. In P. Herriot (Ed.), *Handbook of*

- assessment in organizations: Methods and practice for recruitment and appraisal (pp.469 - 485). Chichester, England: Wiley.
- [4] Bruce Basta, D' Archy Becker, P. Jane Staly, Richard S Sathe and Kate Mooney (2007), "Effective Campus Recruiting: Faculty perspective", CPA Journal, pp.62 - 65
- [5] Cappellen, T. and Janssens, M. (2005). 'Career paths of global managers: towards future research'. Journal of World Business, 40: 4, 348-360
- [6] Government of Kerala (1998a) IT policy of the Kerala Government.
- [7] Government of Kerala (1998b) Report of the Advisory Council for Application of Information Technology in Government.
- [8] Government of Kerala (1998c) Report of the Task Force on IT Implementation in Government.
- [9] NASSCOM (2001) Indian IT Industry Statistics http://www.nasscom.org/it_industry/indic_statistics.asp
- [10] Pais, "Random matching in the college admissions problem, " Economic Theory, vol 35, pp.99 - 116, 2008.
- [11] Schmidt, F. L., & Hunter, J. E. (1981). Employment testing: Old theories and new research findings. American Psychologist, 36, 1128 - 1137.
- [12] Schmidt, F. L., Hunter, I. E., McKenzie, R. C., & Muldrow, T. W. (1979). The impact of valid selection procedures on work - force pro - ductivity. Journal of Applied Psychology, 64, 609 - 626.
- [13] TimesJobs. com Bureau, "Train campus recruits early to build broader talent base" (Online) Available: http://articles.economictimes.com/2013-05-06/news/39065498_1_campus-recruitment-surveyed-organisations-timesjobs-com (May 6, 2013)
- [15] Veiga, J. F.1981. Plateaued versus nonplateaued managers: Career patterns, attitudes, and path potential. Academy of Management journal 24 (3): 566-578.