CAREER PLANNING AND CAREER GROWTH OF EMPLOYEES IN IT COMPANIES IN HYDERABAD CITY, TELANGANA-AN ANALYSES

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Abstract
Any organization to remain highly competitive in the vibrant market has to follow a sound HRD policy. It attunes with earlier adoption of changes in the market and leaving space for employees' innovation and risk taking capability. New methods are followed to prove their competitive advantage to remain in the market. The market is thrown open for those organizations which can compete on competencies, capabilities and potentialities of employees earning maximum returns. It is essential to identify the perceptions of employees about Practices of HRD and their respective outcomes. In this study, a number of outcomes would be presented in terms of Career Planning and Career Growth.

Key Words: Career Growth, Career Planning, Human Resources, IT.

Introduction
Organization paving way for conducive work atmosphere, transparency and openness creates wider spectrum for growth. The employee's perception as to the various aspects of HRD has its impact on the attrition rate. These influence their participation in the working of the organization. The organization culture should inherit cordial relationship among the superior and subordinate and the employees' inter-personal relationship. People prefer working for those organizations having a combination of all these crucial aspects. In the present scenario, IT Industry demands growth of the employees along with the organization. This encourages and increases the positive attitude of the employees with assured growth guaranteed. The organizations at the time of recruitment should have to probe into the future plans of the employees and take note of their track selection. This helps the organizations to fill up vacancies arising within the organization. The organization structure should align with the benchmarking standards in the market to match the designation and pay. The market remains so vibrant that it attracts the hot skills to fetch the maximum benefit at the minimum possible time. In order to take advantage of the growing market for professionals, the prospective employees have to hone their skills on the technical and behavioral dimensions. Organization's capacity to meet employees' unique expectations is considered at the time of recruitment. The organizational requirements are kept in mind to absorb competent people and make effective use of their talents in accomplishing objectives. Providing scope for career planning through systematic career goals and the path to reach the goals are set, based on individual capabilities and aspirations matching with manpower planning in human resource development program. This results in improved motivation among employees increasing commitment and developing people to fill future vacancies.

The IT industry is growing not only in numbers but also in size, to grab the potentialities and maximize profitability to be shared with the employees, the main stake of the business. Partnering employees to keep them committed and to share revenues is the new mantra followed to hold up highly skilled employees. The IT industry is facing unending upheavals in the form of changing demographics of the workforce. Career aspirations of IT professionals are to be met through promotion policy by structured career growth plans available online. This dissipates the bustle to shift jobs and trigger to gel with the organization. The employees' determined career planning should correlate with the organizations' career opportunities. The matching of individual career goals with those of organization will add impetus to the job. Nowadays, it is not just the pay package which moves the skilled employees but the various related HRD practices especially the learning and career opportunities planned for the employees in the organization. The loyalty and commitment play a vital role as long as the employer remains employer of choice. Organizations should take a lead role in identifying innovative methods to attract and retain the multi skilled workforce.

Review of the Literature
Janice M. Burn, J. Daniel Couger and Louis Ma (1992) - This paper deliberated on the problem of brain drain causing chaos in IT profession in Hong Kong. The major reason behind this was identified to be the decrease of confidence along with other related factors like satisfaction from the present job. This paper attempted to investigate the motivational potential in computing profession. The greater degree of mismatch between motivational potential and growth needs of professionals in computing jobs were the driving force for high turnover and reduced productivity. It was observed that care should be taken to design jobs, future staff development programmes and appropriate compensation packages. Magid Igbaria and Sidney R.

Siegel (1993) - A study was conducted to examine the relationships between career decisions and directions and a set of independent variables. The variables included job title, demographic variables, role stressors, boundary spanning activities, perceived job characteristics and career outcomes. The data were collected from 348 information systems employees. The results of the study showed that majority had already defined specific jobs they would like to hold in the near future. The four directions for their future career namely IS technical, IS management, business and consultant were clearly defined by them. It was concluded that career decisions and directions were related to some independent variables. Y. Sriram and Abhijit Bhaduri (1998) - This article tried to highlight the differences that existed in attracting talent across sectors, levels and functions. A common thread seemed to link the divergent spectrum. It was identified that the companies should try to leverage the urge of employees to learn. Values, work culture, career planning and job designs were extracted as key factors in attracting and retaining talent. Strategies relating to distinguishing high performers, high potential and high effort were to be designed to retain talent. It was found that companies in the mature and growth stage faced the serious challenge of retention and all companies need to provide for succession planning process. R.R.Nair (1999) - This article assessed the working of the organisation inspiring excellence in its people, performance and organisational processes to gain long term competitive advantage. It involved the continuous process of developing people and creating and sustaining an excellent work environment. Companies are supposed to offer careers and not jobs. The study showed that the provision of mentors (guides or trainers) facilitates new entrants to accommodate them personally and professionally. Well planned training practices, monitoring performance continuously, developing managerial competence, use of career templates, cultivating learning culture initiate growth of the organisation. Abhoy K Ojha (2000) - A study was conducted to examine the impact of demographic characteristics of software professionals on their organisational commitment. The study evaluated the demographic characteristics under two perspectives one being the effect on turnover behaviour and the other on organisational commitment. The results indicated that the impact of age on organisational commitment was not significant, women seemed to be having higher level of commitment with flexible time schedules. The profile of employees in the software industry especially in India seemed to be different from traditional industry demanding for a good organisational internal system. Ranjan Das, Prashant Kumar and Amit Jain (2000) - This paper attempted to find the critical challenges that confront managers of developing country, firms and the steps taken by the CEO's to reposition their organisation. The problems faced were many, including resource inadequacy, unpredictable changes, insufficient managerial capabilities. A survey based on questionnaire was conducted among the CEO's of the select leading Companies in India. They realised the vital role played by human talent in shaping the future of the company. They also felt the need to revitalise the HR practices in terms of enlightened recruitment, explicit career path, cultivating ownership mentality, communication rich environment, training and competitive compensation and benefits. In the future, new business models emphasising capability building taking into account the changes were to be designed to remain in the market.

Objectives of the Study
- To study the HRD practices implemented in the IT Companies and to understand the HRD philosophy.
- To know the views of employees on the career growth opportunities provided by the select IT Companies.
- To analyze the effect of Career Planning and Career Growth in the context of HRD Practices in IT Companies.

Scope of the Study
The Indian IT industry is operating at high speed having the destination in different metropolis like Bangalore, Hyderabad, Pune, Mumbai, Delhi, and Chennai. The study area is restricted to Hyderabad city as all ranges of IT companies are having their operations in Hyderabad. The study covers the various elements of Training, PAS and Career Growth. Training and development in any IT company has become indispensable and a fixed percentage is allotted for training budget. The organizations are expected to adapt proper performance measures to retain their employees. The passions of the IT professionals are kept in mind for designing career path. Telangana is a leading contributor in the IT and BPO sector. Hyderabad is the second leading software exporter in India, after Bangalore. India's largest IT park is housed at Hyderabad. The contribution of IT industry to the GDP is consistently increasing reflecting the improved standard of living of the people and the change in lifestyle, and increase in the purchasing power of the people. The governmental support for the promotion of IT industry in Telangana increased the value of the sector. The assured growth and rising revenues direct the graduates targeting their employment in IT companies.

Methodology of the Study
The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data. The primary data are collected through survey method. Survey is conducted using well formulated Questionnaire. Multi Stage Random Sampling is applied for generating data. Samples for the purpose of the study are selected systematically. Totally 1000 Questionnaires were distributed and 619 collected out of which 540 completed questionnaires were found usable. The multi stage random sampling method is applied to collect the primary data. The multi

stage sampling method is justified to collect the samples from the Software companies. The Secondary data are collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

Discussions and Results:Career Selection and Career Growth
Individuals have several aspirations in their career selection. The present scenario of wide job opportunities and fascinating vistas in career opportunities pull them to undertake different challenging careers. Generally, the IT personnel have good inclination towards people management, soft skills and try to develop their ingenious skills by emerging as an effective contributor to their organization. Among the employees of IT industry two career selection in the form of path and track are popular.

Path Selection
The respondents have expressed their opinion as to the path skills they would like to develop to pave advancement in their career. The two major paths are People Management, and Skill sets to be an effective individual contributor. The percentage analysis is used to check the level of acceptance of the path skill chosen by the employees.

Table 1.1 Frequency of Path Selection

Path	Frequency	Valid Percent
People management	243	45.00
Individual	190	35.19
No Opinion	107	19.81
Total	540	100.0

The sample unit consists of 45% of respondents agreeing to the improvement in the People Management and getting things done through the team as their career path, and 35.19% of respondents expressing their preference to develop skills individually based on technology or domain expertise. It is also found that 19.81% of respondents have no idea about path selection.

Track Selection
The people working for IT industry are career oriented and they contribute maximum towards accomplishing their targets set. The employees need to select the track for their future career. The track depends on choosing any one of the following options namely Technology, Domain, Management and Sales and marketing. The percentage analysis is used to verify the nature of track selection by the respondents.

Table 1.2 Frequency of Track Selection

Track	Frequency	Valid Percent
Technology	111	20.56
Domain	123	22.78
Management	159	29.44
Sales& Marketing	18	3.33
No Opinion	129	23.89
Total	540	100.0

The above table indicates that 29.44% of respondents are management oriented in the sample unit followed by 22.78% of employees preferring domain specialisation and 20.56% technology track and a meager percentage is reflected in the sales and marketing track. 23.89% of respondents have not given their opinion as to track selection. The correct selection of the track based on the personal skills of the employees assures faster growth pace of the employee concerned, in the hierarchy, reaching heights.

Factors of Career Planning and Career Growth
The Z test is applied to identify the parametric mean values to recognise the significance of career planning and career growth opportunities available to the employees in IT companies. The highly competitive market compels employees to

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acquire and update their knowledge and skills to move faster in the career path. The emphasis given to employees' career aspirations and the fulfilment of their career plans in the organisation are validated through the Z test as explained below:

The overall view about Career Planning

The respondents are asked to give their opinion regarding seven statements relating to Career Planning. The statements include the development of career plan path which can be accelerated through specialized skill sets and the employees' capacity to move on to the next level. The respondents have given their opinion as to the existence of lean hierarchy which makes the upward movement faster. The employees' views about organisation providing Training and Development and enhancing employee morale and motivation are also obtained. The respondents reflect upon the organisation facilitating the employees to reach higher and higher with increasing loyalty and retention among them.

Table 1.3 Opinions of Employees about Career Planning

Variable	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Career Planning 3.1	3.9606	.78541	.03402	28.237	.000
Career Planning 3.2	3.8462	.77482	.03356	25.212	.000
Career Planning 3.3	3.8856	.78761	.03412	25.958	.000
Career Planning 3.4	3.8049	.80144	.03471	23.186	.000
Career Planning 3.5	3.8762	.79688	.03452	25.384	.000
Career Planning 3.6	3.8499	.86710	.03756	22.629	.000
Career Planning 3.7	3.7805	.91079	.03945	19.784	.000

The table shows that the parametric mean values are greater than 3. It is keenly observed that the mean values range from 3.78 to 3.96. The application of Z test for the test value 3 is clearly displayed in the table.

The Z test revealed that all the test values are significantly greater than 3. This implies that the respondents have agreed with all the seven statements of Career Planning. So, it is concluded that the organisations provide for career plan path to the employees with high skill sets. They have agreed to the organisations' strenuous effort in identifying the best employees and differentiating them from the average and poor performers. The organisations provide greater opportunities to the employees through Training and Development and reach higher levels with simple hierarchical structure. Organisational climate provides for increasing morale and motivation among employees to advance faster in their career. Organisations employ retention techniques to retain employees and provide scope for reaching higher in their career path.

The respondents' views on Career Growth

The respondents are asked to respond to nine statements relating to Career Growth in their organisations. The respondents are given statements including the effectiveness and the impact of PAS on their career growth. The organisation's provision of training, the process of follow ups and the policy of pay for performance is also included. The employees reflected on the compensation strategy and the pay increase in accordance with their growth in career. They are also asked to express their views on the advantage of job rotation and the organisational hierarchy to pave way for their career growth in their organisations.

Table 1.4 Opinions of Employees about Career Growth

Variables	Mean	Std. Dev.	Std. Err. Mean	Z	Sig
Career Growth4.1	4.0500	.77250	.03324	31.586	.000
Career Growth4.2	3.8296	.81079	.03489	23.778	.000
Career Growth4.3	3.7630	.87393	.03761	20.287	.000
Career Growth4.4	3.7481	.82150	.03535	21.163	.000
Career Growth4.5	3.7833	.86108	.03706	21.140	.000
Career Growth4.6	3.7870	.85553	.03682	21.378	.000
Career Growth4.7	3.7852	.91278	.03928	19.989	.000
Career Growth4.8	3.8852	.82951	.03570	24.797	.000
Career Growth4.9	3.8389	.84733	.03646	23.006	.000

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From the above table, it is found that the parametric mean values are greater than 3. It is keenly observed that the mean values are ranging from 3.74 to 4.05. The application of Z test for the test value 3 is portrayed in the table.

The Z test revealed that all the test values are significantly greater than 3. This implies that the respondents are in full agreement with the statements of Career growth in their organisations. Hence, it is concluded that the workforce of software companies strongly believes that the career growth in their organisation is aimed at fulfilling the dreams of the employees, and skill retention becomes easier. The employees feel that there is effective PAS in their organisation promising their career growth. It is observed that the job rotation assists the employees to get various experiences for their career growth. The hierarchical approach at different job levels aids the employees to develop their career growth. It has been identified that the organisational growth is proportional to the career growth of the employees through rigorous process of HRD.

The parametric mean values in the Z test establish the significance of the Career planning and career growth aspects of the IT companies obliterating the aspirations of the employees. The opinions of the employees with respect to general details and that of the career planning and career growth aspects are dealt with statistically through the one way Anova. The career growth in an organisation has multiple effect from promotion and its policies, sharing of opinion and hierarchical approaches. The one way analysis of variance is exploited here to ascertain the exact influence of the above mentioned variables on the career growth of the employees. The career growth is considered as a dependent variable and the opinion of sharing of views, promotion policies and hierarchical approach are taken as independent grouping variables.

The relationship between Objectives of HRD and Career Planning and Career Growth
The respondents are requested to give their opinions about the crucial objectives of HRD. Karl Pearson's Co-efficient of Correlation method is applied to establish the relationship of objectives with career planning and growth. The following correlation matrix exhibits a numerical relationship between the variables.

Table 1.5 Relationship between Objectives of HRD and CP & CG

Variables	Objectives Correlation	Sig
Career Planning	.447	.000
Career Growth	.447	.000

From the above table, it can be inferred that there exists a positive relationship between the objectives of HRD and that of Career Planning and Career Growth. This implies that the organisation providing opportunities for employees' career planning and growth are included in the objectives of HRD Practices. The employees are better placed in the hierarchy with known career path. The skill sets forms the basis for the performance, contributing to their career position in the organisational structure. So, it is observed that the Software companies have attached much importance for attaining the objectives of HRD, by scheduling clear framework for the career growth path. It is these paths which determine the retention policy and help employees prove their consistent performance and continuous upliftment.

The relationship between HRD needs and Career Planning and Career Growth
The respondents have expressed their views about the various HRD needs. Karl Pearson's correlation method is applied to establish the relationship of emerging needs of HRD with Career Planning and Growth.

The following correlation matrix ensures a numerical relationship between the variables.

Table 1.6 : Relationship between HRD Needs and CP & CG

Variable	Innovative Competition Correlation	Sig	Organisational Dyanmics Correlation	Sig
Career Planning	.331	.000	.285	.000
Career Growth	.331	.000	.285	.000

From the above table, it is found that there exists a positive correlation between the needs of HRD and Career Planning and Growth.

This implies that the organisation's HRD practices are formulated with inherent quality providing for career planning and growth opportunities. In the IT organisations, employees are attracted not only by compensation strategies but also by assured future career growth. IT companies having proper career planning and growth opportunities reduce the employees'

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poaching by their competitors and job shift. The organisation remains attractive till the time it emphasises on learning and growth of the employees within the organisation.

The relationship between HRD practices and Career Planning and Growth
The respondents are requested to express their opinions about the various HRD practices. In this section, Karl Pearson's method is applied to determine the relationship of HRD practices with career planning and growth. The following correlation matrix establishes a numerical relationship between the variables.

Table 1.7: Relationship between HRD Practices and CP and CG

Variables	Transformational Practices Correlation	Sig	Employee Upgradation Correlation	Sig	Polict Enforcement Correlation	Sig
Career Planning	.219	.000	.215	.000	.201	.000
Career Growth	.219	.000	.215	.000	.201	.000

From the above table it is found that there is a positive correlation between HRD practices and career planning and growth. This implies that in the present organisations HRD practices are providing scope for career planning and growth opportunities to survive. It is proved that the employees with high aspirations for achievement get into organisations with strong and strategic plans for their career growth. The IT organizations are desperate to provide all time high career opportunities to satisfy and retain their talent pool. The plethora of career opportunities accelerates the HRD practices followed in the organizations.The factors identified are used as the basis for calculating the Karl Pearson's correlation linking the objectives, needs and practices of HRD to that of the various factors of Career growth in IT organizations.

The radical impact of Training and PAS on Career growth gains prominence with the application of Karl Pearson's correlation as narrated below. Training and PAS have goal centered orientation with career growth. Training programs are aimed at the perfection of employees' abilities, skills and performance. This in turn induces the organization to evaluate their performance in the form of Transition Abilities, Personality Traits, Prudential Qualities and Goal Adherence. This sort of optimistic mechanism plays a credible role in the emergence of CG among the employees. So, it is indispensable to study the impact of Training and PAS on CG.

Impact of Training on Career Growth of the Employees in the IT Companies
The various factors of Training and PAS are taken to measure the depth of relationship of various elements of Training and PAS with Career Planning and Career Growth to find the exact nature of relationship. Karl Pearson's co efficient of Correlation is brought to bear on the context of this problem.

Table 1.8: Relationship between Training and Career Growth

Variables	Career Planning Correlation	Sig	Career Growth Correlation	Sig
Induction	.369	.000	.369	.000
Organisation Care	.405	.000	.405	.000
Non-Induction	.414	.000	.414	.000
Effectiveness	.389	.000	.389	.000
Pre Training	.431	.000	.431	.000
During Training	.459	.000	.459	.000
Post Training	.433	.000	.433	.000
Benefits to Employees	.469	.000	.469	.000
Benefits to Employers	.359	.000	.359	.000
Benefits to Customers	.351	.000	.351	.000

From the above table, it is inferred that the two factors of Career Planning and Career Growth have positive correlation with the factors of Training at 5% Level of Significance. So, it is concluded that, proper induction training, non induction training and their effectiveness develop the skills of the employees. The employees' augmentation in career through developmental skills and knowledge is acquired through intense training activities. The benefits of training reach employees more than employers and customers. So, the training mechanism enables the employees to expose their skills and talents in their career.

Impact of PAS on Career Growth of the Employees in the IT Companies
Table 1.9: Relationship between PAS and Career growth

Variables	Career Planning Correlation	Sig	Career Growth Correlation	Sig
PAS Reasons	.366	.000	.366	.000
PAS Effectiveness	.495	.000	.495	.000
PAS Outcome	.504	.000	.504	.000
PAS Benefits to Employees	.422	.000	.422	.000
PAS Benefits to Employers	.384	.000	.384	.000
PAS Benefits to Customers	.389	.000	.389	.000
Core Competency 1	.271	.000	.271	.000
Core Competency 2	.312	.000	.312	.000
Managerial Capabilities 1	.317	.000	.317	.000
Managerial Capabilities 2	.322	.000	.322	.000

From the above table, it is ascertained that the two factors of Career Planning and Career Growth have positive correlation with the factors of PAS at 5% level of significance. So, it is extracted that effective designing, proper implementation process and resultant outcomes of PAS imposed upon the employees to enhance their skill set. The employees in the IT organisations climb up in the career through challenging performance among the peers and setting higher targets to grow in the organisational hierarchy. Correctly measured performance is reflected in the position occupied by the employee, benefiting both the organisation and the individual. So, it can be concluded that the PAS followed by the organisation improves quality, reduces cost and gives opportunities to gain momentum.

Findings of the Study
The respondents are asked to reflect on the path skills they would like to develop to have career advancement. Majority of the respondents opined that they want to shine in the career through people management rather than develop skills individually.

The employees track selection, shows that they prefer more of management track than domain and technology to grow faster in the organisational hierarchy. The employees working for Software companies are asked to express their feelings on the career planning aspects provided in the organisation. They believe that the organisation takes care of the career plan path and correlates it with the higher level of skills acquired through training is agreed upon.

The Z test reveals that the employees' views on career growth opportunities paved way for challenges among the workforce to develop in their career. The IT companies provide for career growth opportunities along with training and evaluation practices to retain the skilled employees. The results of ANOVA one way analysis show that the employees recommending their company to their friends are well versed with the career opportunities available. The employees expressed their satisfaction upon the promotion policy followed after considering the career prospects offered by the organisation.

The respondents feel free to discuss the career opportunities formally with their friends working for other organisations who have thorough knowledge about the prospects provided in their own organisation. The mean values relating the two opinions depict that the respondents are not willing to discuss the career growth with their friends informally. The analysis reveals that the organisation takes all steps to provide maximum information about the career aspects to their employees and is well inferred by the passionate employees. The views about the placement of the best performers are obtained and analysed. The results show that the employees with full information about career growth aspects are more prone to promotions and upliftment.

The mean values reveal that the career plan of the respondents are on par with the career opportunities provided by the organisation to those employees showing interest on identifying progress. It can be inferred from the correlation matrix that objectives of HRD are accomplished through well planned career path for the employees and providing opportunities for the best performer to grow faster in the hierarchy.

Relating HRD needs with career planning and career growth reveals that organisations attaching much importance for career prospects to their employees are able to satisfy the needs of HRD. The career planning directs the employees to add up to

their skill sets to increase knowledge and to cross through levels. The employees with high morale and motivation instigate the co-workers to accomplish the task. The Software companies are so structured to keep pace with employees' aspiration for career growth and development within the target period.

Suggestions of the Study

1. The career growth is not an independent phenomenon but it depends upon proper training and perfect evaluation of skills. So, a flawless rigid system must be mechanised in every IT organisation to simultaneously monitor the growth of the individuals and organisations.
2. The Software companies should try adopting current market needs for formulating course content for training programs to provide cutting edge technology widening the business through industry contacts and networking.
3. The IT professionals have started realising the significance of work life balance as compared to hefty pay packages, organisations are providing for such factors gains in terms of reduced attrition through enhanced training programs.
4. There exists a positive correlation between the HRD Objectives, Needs and Practices and the elements of training and development which depicts that IT companies can have strong HRD through effective training, performance evaluation and career promotion practices.
5. The IT companies determine the worth of the employees based on self evaluation, evaluation by the appraiser and by the reviewer which could be made absolutely transparent to increase the reliability of the organisation among its employees.
6. The sustained growth of the software companies purely depend on their transformed talent pool whih are to be appraised using effective measurement system reflecting on the employee turnover.
7. It can be suggested that with assured expansion of the IT market, the job opportunities are sure to boost up, which could be sustained only by developing skill sets making the workforce employable and trainable, and guiding the market with excellence through quality, the Indian way.

Conclusions

The Human Resource is considered as the most significant resource activating all other resources in Software Companies which are knowledge driven. The HRD objectives are accomplished by strengthening the number of employees, maintaining their motivational level, to maximise their individual potential. Strong HRD practices initiate creative skills and initiate employees to innovate new products and services. HRD needs are fulfilled through conducive work culture, work environment and climate prevailing in the organisation. New dimensions of HRD in the form of work life balance, stress management, fun at work are to be incorporated to retain talent pool.

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