

A Study on Career Development among the Executives in Syntel International Private Ltd, Sirucheri

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Executive Summary

Background: Though career development is a complex process of acquiring the knowledge, skills and attitude necessary for an individual, it would largely help the employees to make work as a meaningful, productive and satisfying part of their work life.

Objective: The objective of this study was to specifically evaluate the opportunity for career development among the executives in Syntel International Private Ltd, Sirucheri, Chennai and the focus was laid to study the career development related to an individual career.

Methods and Materials: Using non-probability sampling, a Primary data was from 50 respondents who are working in the position of executives for more than two years from Syntel Pvt Ltd. Convenient sampling was adopted as the executives were afraid of giving frank answers about their career development. Descriptive design was followed in this study.

Results: Independent variables such as reward, recognition, skills, promotion had positive impact on organizational growth, while experience had negative impact. The specific activity categories of career development are career pathways, comprehensive guidance and counseling, career awareness/exploration, career assessment and education development plans. Moreover the results indicate that career development programs and organizational commitment have a partial effect on employee's job satisfaction.

Conclusion: Management should employ better strategies in retaining their experienced employees, which tends to effect on the organizational growth

Keywords: Job satisfaction, Career Development Programs, Organizational Commitment, Career Planning, Career Management

1. INTRODUCTION

Career is individuals' usage of the positions related to their job consecutively during their personal life (Kaynak, 1996). Career can be described as a series of positions occupied by an individual throughout his or her lifespan (Robbins & Coulter, 2002). Career Development is the continuous process through which not only employees' progress is ensured, but also enriches the organization's human resources. Totally, it addresses the needs of employees and organizations as well.

The increase of global competition with the fast changing newer technology emerging out of every year have made constant and fast change an important issue in organizations. As of now, business in the current scenario throughout the world is operating in a highly competitive and borderless environment. Therefore survival has become the primary predominant focus for many of these businesses, and they are constantly looking for help to establish their competitive advantage (Jayasingam & Yong 2013, 3903). It is of paramount importance of HR department to help employees consider potential career routes (Agba, et al., 2010, p. 106). A detailed study conducted by Edgar Schein emphasizes that certain behavioral patterns, values and attitudes that manage the

person's career are developed in his or her early years. In fact, the behavioral patterns entail the combination of needs and instincts and these help the person to choose between a few related careers (Bayram, 2008).

These sets of values consisted of needs and instincts manage, balance and complete a person's work experiences. Therefore, it makes it easier for a person to make a choice about his or her career. This situation is defined as Career Balances or Career Efforts (Aytaç, 2005).

From the views of Schein, if individuals integrate their skill, management skill, autonomy with the environment in which they associate and work in, they confidently have found the right career. Sometimes the individuals might not aware of their set of values they belong to till to the point of making a decision about their career. In this stage, the past work experience, hobbies, skills, tendencies and personality of the person help them to find their career value (Adıgüzel, 2009, Kaya, C., & Ceylan, B. (2014).

In general, one of the suppositions of the employees across every organization is to mainly hold about the career of employees between their aspirations and organization's career system. Organizations sometimes do not seek the match; therefore, dissatisfaction and withdrawal may result (Cartwright, 2005, p. 40).

The current focus of the modern business world is emphasizing that the employers should necessarily need to reward their employees' labor and effort, but also to draw their souls into the workplace. This calls for giving importance to career development of employees of an organization. If the career development is focused, the organisations would grow speedily and there will be 'WE' feeling as one family without minding out the disturbances, inconveniences and problems.

It is vital for all organizations to provide training for the new employees, and assist the development of the present employees which are only possible by an efficient career system. Investments in human resource development present the image of high commitment strategy that influences employee commitment and motivation (Lee & Bruvold 2003, p. 984).

Lee & Bruvold (2003, p. 983) states that Michael Porter's research also affirms that companies that spend the most on employee training and development are the most competitive in all developed countries in the world. It clearly talks about developing human resources leading to organizational success.

According to Granrose (1997, p. 29), the greater the match or similarity between individual career goals and plans and the organization's plans for the employee, the more positive the outcomes of motivation and satisfaction. Furthermore, Ko (2012, p. 1010) underlined that career development includes growing professional knowledge and independence to improve creativity, job performance, and innovation.

If organizations are to see the growth with the commitment of the employees, it is a must that employers must invest in human resources development programs such as offering permanent learning for employees to improve present abilities and add new ones. By doing so, employees would actually perform efficiently, and this leads organizations to have a competitive advantage (Lee & Bruvold, 2003, p. 983).

What is career development?

It is the lifelong process of managing progression not only in learning and but also in work too. The quality of this process is ensured through determining the nature and quality of individuals' lives: the kind of people they become, the sense of purpose they have, the income at their disposal. Most importantly, it is seen by what kind of social and economic contribution they make to the communities and societies of which they are part.

Why Career Development is important?

From the literatures, it is clearly summed up that career development is important. The company should have a keen interest in developing the employees through training and development. By doing so, we can retain the employees in the same organization. The following are the important results, it is found from the literature for career development of employees.

1. If the company is involved in assisting employees in developing their career plan, it is natural that employees take a stand to less to quit even if they have a chance to go out.

2. Developing career of the employees not only improves morale of the employee, but also boosts productivities and help the organization become more efficient.
3. Career is the traditional concept, which gradually led to the profession within an organization. Initially here the notion was that people 'chose' a career, which then unfolded in an orderly way as profession.
4. From an elitist concept, it is viewed as some had a career, but many only had a job and some did not even have that. As of now, this traditional concept has been changing and shattering, because the pace of change, driven by modern technology and globalization from 1991, means that organizations are constantly exposed to change. They are therefore less willing to make long-term commitments to individuals. The focus here lies not in employment but in employability.
5. Individuals who would like to maintain their employability should have willingness to regularly learn new skills. So careers are, as of now, progressively seen not as being 'chosen' but as being constructed, through the series of choices about learning and work that people make throughout their lives. Therefore, Career development not be confined to the few individuals but it is supposed to be made accessible to all.
6. In the light of the above discussion, it is understood clearly that Career development does not only matter for the individuals and for the country as a whole.
7. Career development should be kept as an important focus that needs to be at the heart of lifelong learning by Individuals with the help of company / institution where one is employed. Therefore, this calls for constant help to be rendered to individual in order to develop their career management skills. Schools, colleges and company have an important role to play in this respect.
8. High-quality information is essential for effective career development, and needs to be supplemented by personal support. This personal support needs to include access to individual advice and guidance from qualified practitioners.

Career Development Process

Career planning is an individual and Organizational needs and opportunities can be matched in a variety of ways and it is a process of undergoing various stages.



2. OBJECTIVES OF THE STUDY

1. To identify the current employees career growth in the organization.
2. To find out the utilization of existing human resource programs to the fullest by integrating the activities that select, assign, develop, and manage individual careers with the organizations.
3. To find out the importance of management attitude towards the employees career development at Syntel International Private Ltd.

4. To study various factors that affects the levels of training impact in the organization.
5. To identify the employee initiative towards the growth of the organization.
6. To identify the relationship between employees and organization.

3. NEED OF THE STUDY

Career development is found in the person in the form and attributes of values and beliefs, one possess (Gemmill and Heisler, 1972). Career progress totally varies among gender affiliation (Bateson, 1990; Gallos, 1989). But, in opposite views, other studies carried out suggest aptly that gender career development may not necessarily differ from each other (O'Neil; Hopkins and Bilimoria, 2008). Further, Olorunsula (2000) and Thamhain (1992) argued that training, coaching/counseling, job rotation (Zin, Shamsudin, and Subramaniam, 2013; Raduan, 2002; and Lai Wan 2001), sabbaticals and short tasks are often used as career development interventions.

It is worth to mention that there are various studies conducted to find out how career development takes place for the employees and executives of various organizations. To mention the few include; career development and mentoring (Tareef, 2012); job rotation and career development(Zin, Shamsudin, and Subramaniam, 2013); career development in best-practice organizations (Lam, Dyke and Duxbury, 1999); career development for host country nationals (Vo, 2009); glass ceiling on women career development (Bombuwela and De Alwis, 2013).

Only few research studies on the effects career development on organizational growth have been conducted in India. Manifestly, a gap is found in the literature regarding career development and organizational growth of IT and banking sectors, which the study most importantly focuses on. Therefore, this study beautifully discourses on the effects of career development for the gradual growth of organizations. The study examines to brings out the effects of what kind variables, to mention few, skills, experience, promotion exercise, values and recognition and reward, lead to an organizational growth or not. Further this research finds out the emphasis which needs to be given to establish the staff with the required skills which would definitely get on career development programme and to what extent, these affect the organizational growth and also further it aims to determine the relationship between promotion and organizational profitability.

4. LIMITATION OF STUDY

Time constraint is the main limitation of the study. Many employees were not interested to take part in survey because of fear of top management. Personal bias cannot be excluded from the study.

5. COMPANY PROFILE

Syntel, Inc. was established in 1980 by Bharat Desai and Neerja Sethi as a provider of software services. With revenues of just \$30,000 in its first year, Syntel has grown into a \$911.4 million corporation with a market cap of over \$3.8 billion, 24,553+ employees, and more than two dozen offices and Global Development Centers around the world. Since 1980, Syntel has significantly shifted its business model in several ways. Today, nearly 80 percent of our revenues come from e-Business services and Applications Outsourcing; 20 per cent is derived from Knowledge Process Outsourcing.

Syntel deliver services, pioneering an on-site, off-site, offshore approach that gives customers ultimate flexibility. Syntel, Inc. is a U.S. based multinational provider of integrated technology and business services. Headquartered in Troy, Michigan, Syntel services its clients through 17 global development centers in India and the United States. Syntel is a certified minority-owned business (MBE). On April 21, 2014 Prashant Ranade took over as the CEO and President. As of September 2015, Syntel had over 23,800 employees and annual revenues in excess of \$911.4 million as of December 2014. In 2005, Syntel inaugurated a large technology campus in Pune and also opened a technology campus in Chennai and in 2013, broke ground on a new Global Development Campus (GDC) in Tirunelveli. The company has also been allotted 25 acres of land in ELCOT IT Park, Madurai.

6. RESEARCH METHODOLOGY

Descriptive research design was used. The research instrument used in the study is a 'structured questionnaire'. Primary and secondary data were used to supplement this research. Using a non-probability sampling, convenience sampling has been used. Due to time and resource constraints, a sample size of 50 was taken from the executives

who have been working at Syntel for more than two years. The duration of the study was from 25th January 2018 to 30th May 2018.

7. ANALYSIS AND INTERPRETATION

Table no 1: Classification of respondents based on gender

Gender	Frequency	Percentage
Male	43	86
Female	07	14
Total	50	100

It is obvious from the above table - 1 that 86% of the respondents are male and 14% of them are female.

Classification of respondents based on qualification

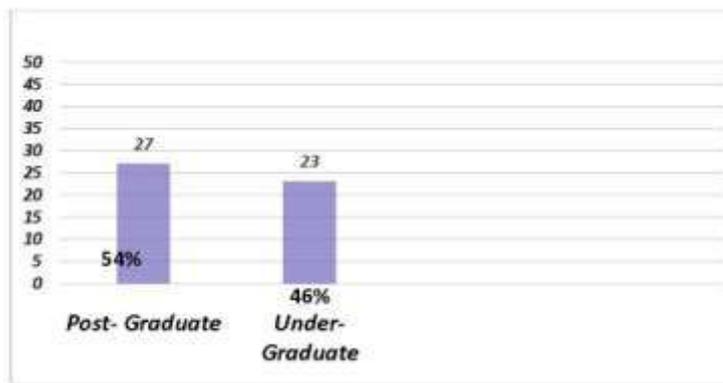


Figure: 1

It is inferred that more than half of the respondents (54%) are postgraduates and 46% of the respondents belong to undergraduate category.

Table no: 2. Marital status of the respondents

Marital Status	Frequency	Percentage
Married	21	42
Unmarried	29	58
Total	50	100

The above table shows that 42% of the respondents are married and 58% of them are unmarried

Department-wise respondents

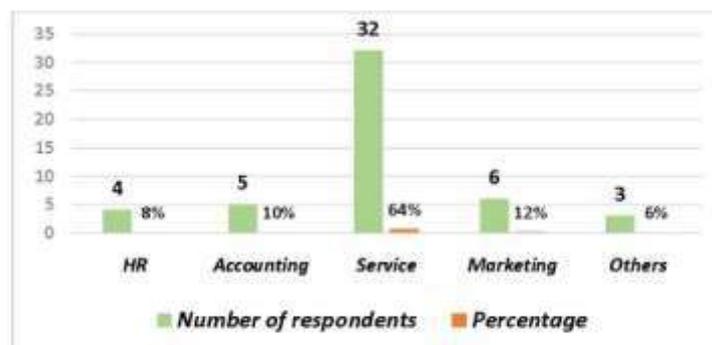


Figure: 2

It is clear from the diagram that the respondents who took part in this study are from service (64%), and the remaining are from marketing (12%), accounting (10%), HR (8%) and 6% from other departments.

Section-wise respondents

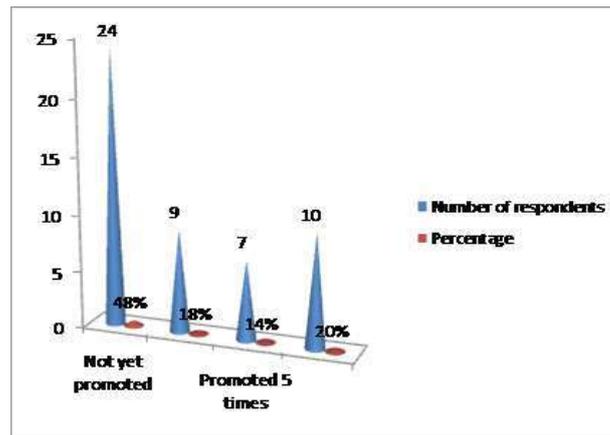


Figure - 3

It is found from the diagram that about half of the respondents (48%) have expressed they are yet to get promotion. It is good to note that considerable proportion of the respondents (20%) had promotion more than 5 times and 14% for about 5 times and only 18% had promotion once.

Table no: 3 Career opportunities that are availed at work place

Career opportunities availed at work place	Frequency	Percentage
Yes	38	76
No	12	24
Total	50	100

It is found from the table that more than two third of the respondents (76%) had career opportunities at their work place and the remaining respondents (24%) did not have career opportunities in organization.

Table no: 4 Satisfaction level of motivation given by HRD professionals & top authority to improve career opportunities

Satisfaction level of motivation	Frequency	Percentage
Always	19	38
Most of the times	14	28
Sometimes	8	16
No	9	18
Total	50	100

It is found from the table that 38% of the respondents agreed that top authority motivates executives, followed by 28% most of the times and 16% sometimes, while 18% of the respondents disagree with the same.

Having adequate training to meet the requirements of their jobs

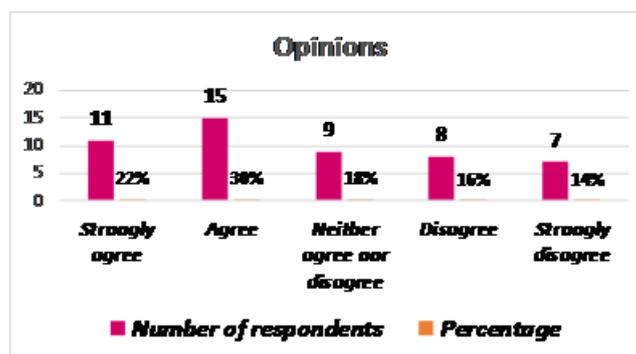


Figure No: 4

The above figure clearly shows that 11% of the respondents strongly agreed and 30% of the respondents agreed they are provided adequate training to meet their job requirements, while 14% of the respondents disagree with the same.

Table No: 5 Facilitation of learning according to the interest of executives

Opportunity	Frequency	Percentage
Yes	37	74
No	13	26
Total	50	100

The above table shows that 74% of the respondents are accepting that company facilitating to learn on their own interest, while 26% of the respondents disagree with the same.

Skills that Enhance Career Development in the Organization

It is evident that majority (28%) of the respondents who had technical skills enhance career development. The other skills are communication (22%), management skills (16%), leadership skills (16%) and interpersonal skills (14%).

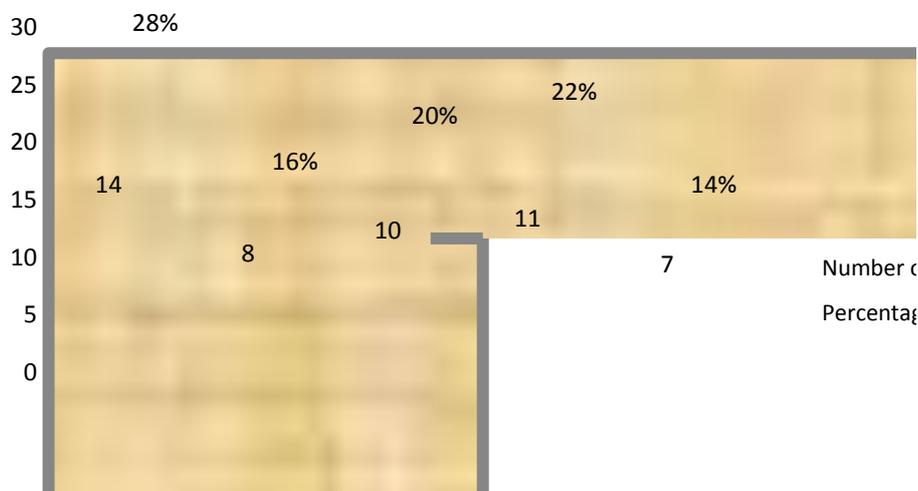


Figure - 5

Table No: 6 Utilizations of skills of employees by the organization

Opinion	Frequency	Percentage
Strongly agree	15	30
Agree	16	32
Neither agree nor disagree	09	18
Disagree	07	14
Strongly disagree	03	06
Total	50	100

The above table shows that 32% of the respondents agreed that the organization effectively utilizing their skills, while 06% of the respondents disagree with the same.

Table No: 7 Facilities offered for Career Development

Facilities offered to employees	Frequency	Percentage
Education	18	26
Training	24	48
Finance	06	12
Others	02	04
Total	50	100

The above table shows that 48% of the respondents are agreed that the training facilities are offered to employees to furnish their job requirement and 26% of the respondents going with education.

Table No: 8 Career Counselling Program

Time period for career counseling	Frequency	Percentage
Quarterly once	30	60
Half yearly once	10	20
Yearly once	10	20
Total	50	100

It is good to note that 60% of the respondents had undergone counselling programme quarterly once, followed by 20% half yearly once and 20% yearly once.

Table No: 9 Career counselling program helps to develop career goals

Developing career goals	Frequency	Percentage
Yes	32	64
No	18	36
Total	200	100

It is good to learn that the good majority of the respondents (64%) expressed about career counseling helps to develop their career goals, while 36% of the respondents said no to the same.

Table No: 10 Career counselling rating done by employees

Opinion on Career counselling rating	Frequency	Percentage
Excellent	24	48
Very good	10	20
Fair	07	14
Bad	04	08
Very bad	05	10
Total	50	100

It is evident from half of the respondents (48%) that they had career counseling rating is excellent, followed by 20% as very good and 14% expressed fair enough for the same, while 18% of the respondents expressed their displeasure for the career counselling rating.

Level of satisfaction of executives about their career prospective

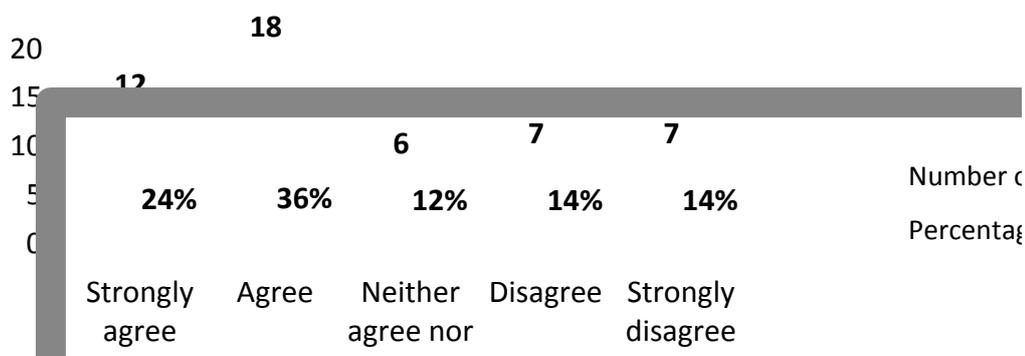


Figure No - 6

More than one third of the respondents (36%) agreed, followed by strongly agree by 24% of the respondents about their level of satisfaction on their career prospective. It is not sound to hear that considerable proportion of the respondents (14%) strongly disagree, followed by 14% disagree. Only 12% of the respondents expressed about neither agrees nor disagrees with the same.

8. SUGGESTIONS AND RECOMMENDATION

The following suggestions and recommendation based on the comprehensive survey made by the researcher for a project titled "A Study on Career Development with special reference to Syntel."

1. The management should motivate employees, so as to stimulate employee initiation towards job in the organization.
2. Communication & interpersonal skills should be developed along with technical skills, so that employee career opportunity will develop.
3. Employee should actively participate in all career-counseling programmes to enhance their opportunities toward career development.
4. The interaction between management and employees should be improved.
5. The management should improve the reward system.
6. The organization should develop career counseling program, especially which needs to address to the level of enhancing career opportunities to the employees.
7. Career development is a complex process of acquiring the knowledge, skills and attitude necessary for an individual to make work as a meaningful productive and satisfying part of life to the employees. The career development process requires continues planned activities including career awareness, exploration, decision making and educational planning. These activities have to be designed to maximize the capabilities of all learners to explore, to analyze option, to understand one's own interest and abilities, to select educational preparation for, gain entry to and to succeed in career choices throughout the life.

9. CONCLUSION

The study concentrated on the career development prospects with special reference to Syntel. This study has been conducted to find the factors that facilitate career development of employees and also find out the employees self interest towards career development program. It is concluded from the study that most of the respondents agree that they have good career development in the organization. The personnel policies of the organization facilitate employee's career development. Employee's initiation will enhance the betterment of involvement in work as well as setting each other career goals. Better reward system will motivate employees to furnish their job with high quality. Most of the respondent agreed that career perspective and training conducted are good.

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