IDENTIFYING THE FACTORS AFFECTING CAREER DEVELOPMENT OF VIRTUAL NEWCOMERS: EVIDENCE FROM THE IT INDUSTRY

Research Methodology

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Agenda

- **Background**
- **Motivation**
- **Research scope**
- **Problem statement**
- **Research objectives**
- **Gap analysis**
- **Mapping diagram**
- **Literature review**
- **Methodology**
- **Data analysis**
- **Findings & Recommendations**

Motivation

01

Despite the pandemic is easing out IT companies continued to stay with remote first approach.

02

Neither organization nor employees has an idea about the effect of joining a job remotely

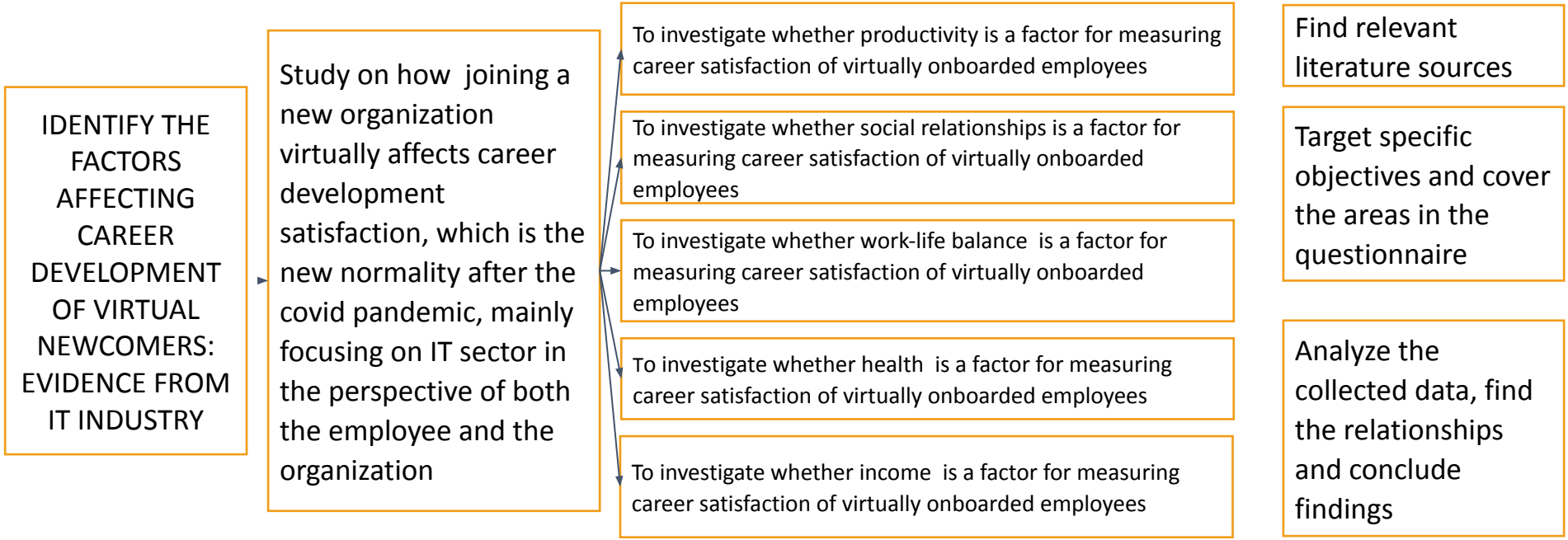
03

Organizations needed reasons for higher turn over rate of new joiners.

04

Employees needed to gather pre-knowledge on the life after joining a job remotely.

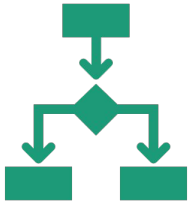
Mapping Diagram



Research Approach

Quantitative research approach is used

Online questionnaire is used to reach respondents



Multiple choice and range-based answers are provided.

Type of data collected

Basic Information

productivity level- related

job satisfaction-related

work-life balance related

Health related

Communication related

Sample size

$$n = \frac{z^2 * p * (1 - p)}{e^2} \tag{3.1}$$

where:

- n: The desired sample size .
- z: The Z-score corresponding to the desired level of confidence.confidence level
- p: The estimated proportion of the population that has the attribute or behavior of interest.
- e: precision level.

Sample size

- P – 113,561 (slasscom,2021)
- E – 5
- Z – 95%

Calculated sample size

- 383

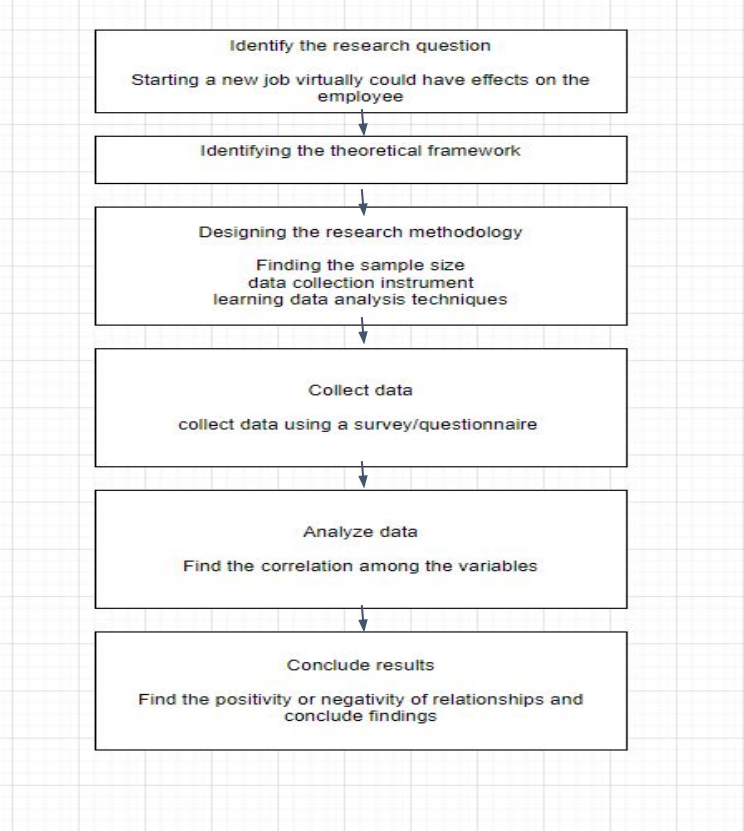
Questionnaire

Concept	Variable	Number of Questions
Dependent Variable	Career Development satisfaction	1
Independent Variables	Productivity	4
	Work-Life balance	4
	Social relationships	4
	Health	3
	Income	1
demographic		3

Questionnaire

- **22** Questions (Demographic / Dependent /Independent)
- **Only one** response is been allowed for single user.
- Co-workers/ Colleagues / Previous organizations/LinkedIn Contacts

Research Methodology



Theoretical Framework

Job Demands-Resources model (JD-R) is recognized as a suitable theoretical framework.

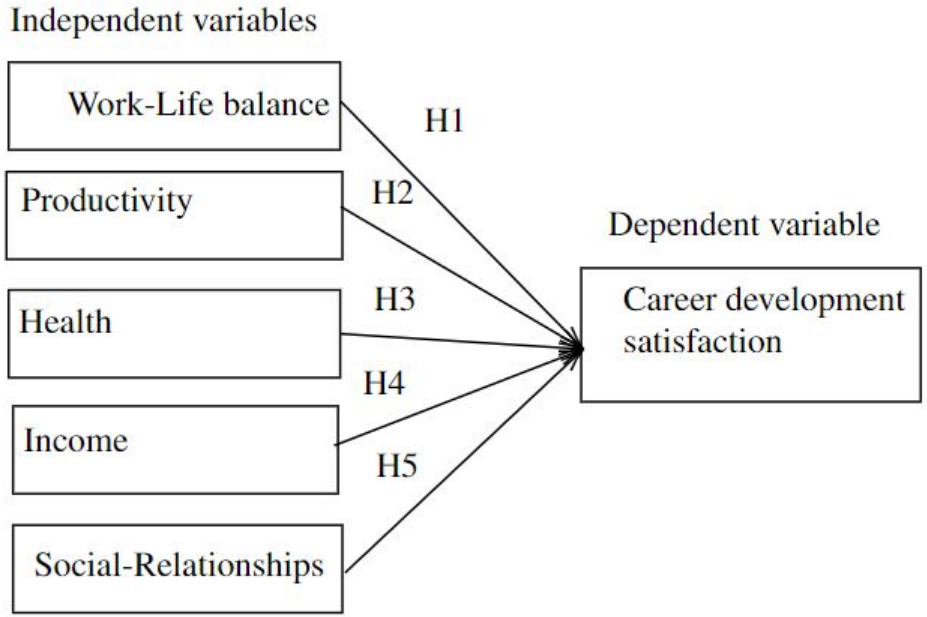
Job Demands and Job Resources are the two main components of this model.

The balance in-between the job resources and demands is key to an enjoyable job role

(Demerouti, 2007)

Demands	Resources
Having to learn new technologies	Flexible work hours
Work in isolation	Commuting time saving
Adjust to a new work culture without in person interference	Pleasure of less micromanaged / Autonomy
Adjust to new time zones if working with a different time zone	Having configured work infrastructure 24*7 throughout the day

Conceptual Framework



Hypothesis

- $H1_{0}$ - There is no significant effect of work-life balance on the career development satisfaction of IT employee
- $H2_{0}$ - There is no significant effect of productivity on the career development satisfaction of IT employees.
- $H3_{0}$ - There is no significant effect of health on the career development satisfaction of IT employees.
- $H4_{0}$ - There is no significant effect of income on the career development satisfaction of IT income.
- $H5_{0}$ - There is no significant effect of social relationships on the career development satisfaction of IT social relationships.

Data preparation

- Values assigned from 1 to 5 , This links from “Strongly Disagree” to “Strongly Agree” in order.

- 388 dataset for the analysis

Reliability analysis - Cronbach analysis

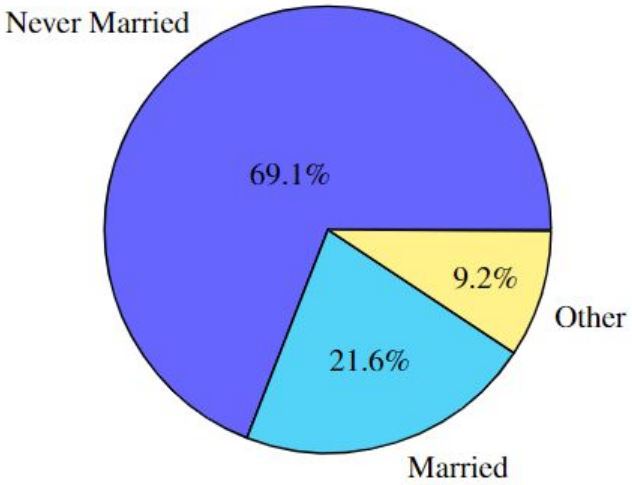
Productivity towards the career development satisfaction	0.760	4
Social relationships towards the career development satisfaction	0.794	4
Income towards the career development satisfaction	0.718	1
Health towards the career development satisfaction	0.791	3
Work-Life balance towards the career development satisfaction	0.792	4

Reliability analysis - Descriptive analysis

	N	Min -imum	Max -imum	Mean	Std. Devia-tion	Variance
Productivity towards the career develop-ment satisfaction	388	1.75	4.50	3.2701	0.62684	0.393
Social relationships towards the Career development satis-faction	388	1.75	5.00	3.4224	0.51438	0.265
Income towards the Career development satisfaction	388	2.25	5.00	3.7331	0.46829	0.219
Health towards the Career development satisfaction	388	2.25	4.75	3.5206	0.47808	0.229
Work-Life balance towards the Career development satis-faction	388	1.75	4.50	3.2701	0.6422	0.393

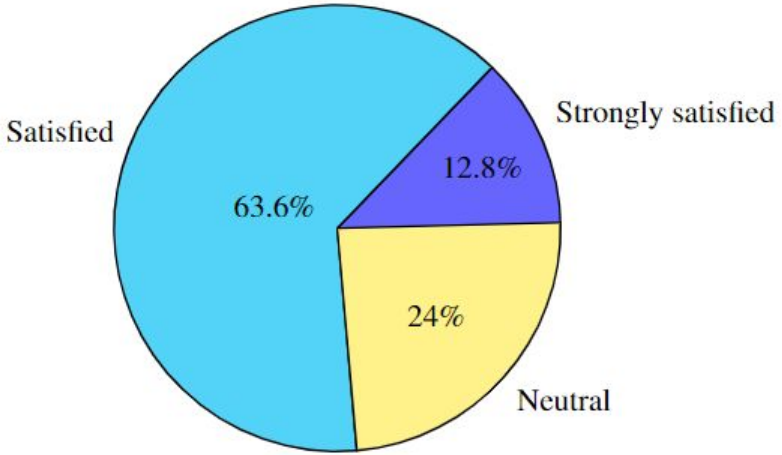
Demographic Variables

Marital status distribution



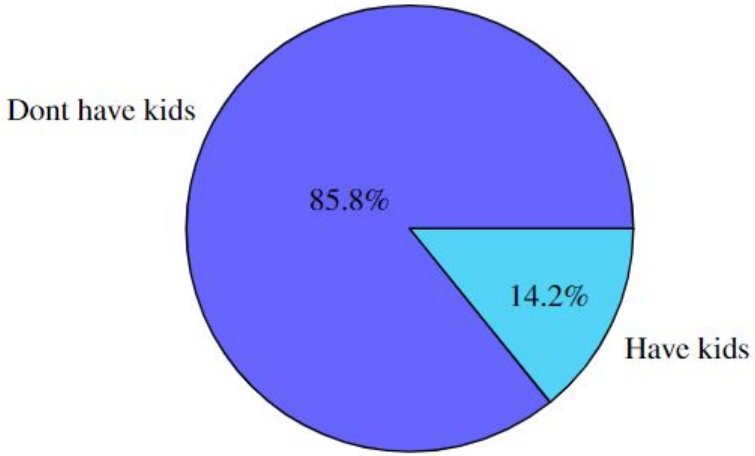
Demographic Variables

Infrastructure satisfaction distribution



Demographic Variables

Parental status composition



Inter-Item correlation -Productivity

	PR1	PR2	PR3	PR4
PR1				
PR2	0.573			
PR3	0.635	0.568		
PR4	0.507	0.603	0.527	

Inter-Item correlation -Work-Life balance

	WL1	WL2	WL3	COM4
WL1				
WL2	0.257			
WL3	0.280	0.415		
WL4	0.198	0.576	0.145	

Inter-Item correlation -Social Relationships

	COM1	COM2	COM3	COM4
COM1				
COM2	0.502			
COM3	0.508	0.512		
COM4	0.474	0.659	0.484	

Inter-Item correlation -Health

	H1	H2	H3
H1			
H2	0.538		
H3	0.537	0.590	

Anova analysis

Independent variable	Significance
Productivity	0.002[b]
Work-Life balance	0.000[b]
Income	0.000[b]
Health	0.000[b]
Social Relationships	0.000[b]

Multiple linear Regression

Multiple linear regression is used when

"multiple independent variables determine the outcome of a single dependent variable"

$$Y = \beta 0 + \beta 1 * X1 + \beta 2 X2 + \ldots + \beta p Xp + \varepsilon$$

Productivity

- **PR1** - I feel that remote work has positively contributed to my career development in understanding the job scope quicker
- **PR2** - I believe that remote work has enhanced my productivity and efficiency in achieving career goals
- **PR3** - I perceive remote work as a beneficial factor in advancing my professional skills and knowledge
- **PR4** - Remote work has provided me with opportunities for growth and advancement
in my career

Productivity

Model	Unstandardized Coefficients		Stand. Co-efficients (Beta)	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std.-Error				Lower Bound	Upper Bound	Tolerance	VIF
Constant	9.848	0.200		1.970	<0.001	1.577	2.364		
PR1	0.113	0.215	0.068	0.984	0.046	-0.113	0.339	0.520	1.922
PR2	0.019	0.202	0.012	0.171	0.064	-0.201	0.239	0.517	1.936
PR3	0.009	0.296	0.006	0.81	0.036	-0.219	0.238	0.514	1.945
PR4	0.263	0.286	0.152	0.467	0.022	0.039	0.487	0.577	1.733

Productivity

Variable	Standard Coefficient	Strength
PR1	0.068	moderate
PR2	0.012	weak
PR3	0.006	very weak
PR4	0.152	strong

Work-Life balance

- **WL1** - I feel that remote work has improved my work-life balance by letting me stick to only usual working hours
- **WL2** - Remote work has provided me with greater flexibility and autonomy in managing my work and personal life
- **WL3** - I perceive remote work as a supportive factor in maintaining a healthy work-life integration
- **WL4** - I am satisfied with the level of work-life balance I have achieved through remote work with working in flexible hour work attending setup

Work-Life balance

Model	Unstandardized Coefficients		Stand. Co-efficients (Beta)	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std.-Error				Lower Bound	Upper Bound	Tolerance	VIF
Constant	1.876	0.177	-	10.600	<0.001	1.528	2.224	-	-
WL1	0.211	0.069	0.156	3.063	0.002	0.076	0.346	0.934	1.071
WL4	0.236	0.077	0.157	3.079	0.002	0.085	0.387	0.934	1.071

Work-Life Balance

Variable	Standard Coefficient	Strength
WL1	0.156	moderate
WL2		
WL3		
WL4	0.157	moderate

Social Relationships

- **COM1** - I feel connected and engaged with my colleagues and superiors in the remote work setup
- **COM2** - Remote work has facilitated effective communication and collaboration with team members
- **COM3** - I receive adequate support and guidance from my colleagues and superiors in the remote work environment
- **COM4** - I perceive remote work as conducive to building professional networks and relationships

Social Relationships

Model	Unstandardized Coefficients		Stand. Co-efficients (Beta)	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std.-Error				Lower Bound	Upper Bound	Tolerance	VIF
Constant	0.673	0.136	-	4.961	<0.001	0.406	0.94	-	-
COM2	0.293	0.057	0.381	5.176	<0.001	0.181	0.404	0.520	1.923
COM3	0.339	0.054	0.388	6.216	<0.001	0.232	0.446	0.721	1.405
COM4	0.206	0.055	0.401	3.781	<0.001	0.099	0.314	0.539	1.856

Social Relationships

Variable	Standard Coefficient	Strength
COM1		
COM2	0.381	moderate
COM3	0.388	moderate
COM4	0.401	moderate

Health

- **H1** - I believe that remote work has positively impacted my physical and mental well-being, thereby contributing to my career development satisfaction

- **H2** - Remote work has provided me with a healthier work-life integration, with lesser commute time resulting in improved overall health

- **H3** - I feel that remote work has reduced stress and burnout, enhancing my career development satisfaction

Health

Model	Unstandardized Coefficients		Stand. Co-efficients (Beta)	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std.-Error				Lower Bound	Upper Bound	Tolerance	VIF
Constant	0.702	0.151	-	4.643	<0.001	0.405	1.000	-	-
H1	0.100	0.064	0.079	1.558	0.120	-0.026	0.226	0.636	1.572
H2	0.526	0.061	0.458	8.595	<0.001	0.405	0.646	0.583	1.714
H3	0.192	0.073	0.141	2.653	0.008	0.050	0.335	0.584	1.713

Health

Variable	Standard Coefficient	Strength
H1	0.079	weak
H2	0.458	strong
H3	0.141	moderate

Income

- **IC1** - Overall, I am content with how remote work has affected my career development
in terms of income

Income

Model	Unstandardized Coefficients		Stand. Co-efficients (Beta)	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std.-Error				Lower Bound	Upper Bound	Tolerance	VIF
Constant	0.674	0.128	-	5.244	<0.001	0.421	0.926	-	-
IC1	0.765	0.044	0.659	17.214	<0.001	0.677	0.852	1.000	1.000

Income

Variable	Standard Coefficient	Strength
IC1	0.659	strong

Hypothesis testing and Findings

Hypothesis	Result	P-Value
There is no significant effect of work-life balance on the career development satisfaction of IT employee	Rejected	0.000^b
There is no significant effect of productivity on the career development satisfaction of IT employees.	Rejected	0.002^b
There is no significant effect of health on the career development satisfaction of IT employees	Rejected	0.000^b
There is no significant effect of income on the career development satisfaction of IT employees	Rejected	0.000^b
There is no significant effect of social relationships on the career development satisfaction of IT social relationships	Rejected	0.000^b

Most influential factors

- Advancing of professional skills and knowledge
- Received opportunities for growth and advancement in my career.
- Effective communication, and collaboration
- Support and guidance received from colleagues and superiors
- Possibility of building a professional network and relationships
- Working hours are been limited to usual office hours
- Possibility of working in flexible working hours when necessary
- Commute time

Recommendations

- Foster a supportive and inclusive organizational culture
- Provide doorways for professional enhancement and career growth
- Offer competitive remuneration and other benefits packages and bonuses
- Implement wellness programs and initiatives
- Encourage open and transparent communication channels to foster effective collaboration
- Provide opportunities for employees to engage in team-building activities and social events

Recommendations

- Offer flexible work arrangements, such as remote work options
- Ensure clear and transparent performance evaluation processes
- Consider implementing policies that align with employee work-life balance,such smooth paid time off
- Provide opportunities for employees to contribute with own ideas
- Promote a positive and inclusive leadership style
- Encourage employees to take regular breaks and vacations
- Offer employee assistance program

Limitations

- **The study focused on a specific context (post-COVID)**
- **Data collected relied on self-report measures**
- **Data collected was about a fresh experience, just after the pandemic**

Future Research

- **Longitudinal studies**
- **Comparative studies**
- **Cross-cultural studies**

References

Title	Type of Source	Publisher	Year
The impact of onboarding process types on newcomer socialization and job performance	Article	Kim, T.-Y., Cable, D. M., and Kim, S.	2019
Social relationships and career success	Article	Greer, T. W., Payne, S. C., and Overstreet, B. L.	2019
The relationship between employees' income level and employee job satisfaction: An empirical study	Article	Bakan and Buyukbese	2013
The impact of work-related stress on career success: Empirical evidence from the german working population.nboarding New Employees: Maximizing Success	Article	Lohaus, D., Habermann, W., and Nanninga, I.	2019

References

Title	Type of Source	Publisher	Year
The impact of high-performance human resource practices on employees' attitudes and behaviors	Article	Kehoe, Rebecca R and Wright, Patrick M	2013
Work–family balance: The impact of job level and satisfaction	Article	Tenbrunsel, Ann E and Greenberg, Jerald	2003
Distance matters in remote work: Empirical evidence from two surveys during the COVID-19 pandemic	Article	Deng, Yanjie and Zhai, Qingqing and Wu, Qionglei	2020
Organizational stress: Studies in role conflict and ambiguity.	Article	Kahn, Robert L and Wolfe, Donald M and Quinn, Robert P and Snoek, J Diedrick and Rosenthal, Robert A	2019

References

Title	Type of Source	Publisher	Year
Role stressors, interrole conflict, and well-being: The moderating influence of spousal support and coping behaviors among employed parents in Hong Kong	Article	Kehoe, Rebecca R and Wright, Patrick M	2013
Predictors of objective and subjective career success	Article	Nabi, Ghulam Rasul	1999
The Job Demands-Resources Model: State of the Art	Article	Demerouti, Evangelia	2007
Sri Lanka IT-BPM Industry: State Of The Industry 2019/20	Annual	SLASSCOM	2021

Thank you