

5. CONCLUSION AND DISCUSSION

This chapter serves as a conclusion for this thesis. It summarizes the major findings from the analysis in chapter four and also highlights the main points and discusses them with regard to the conceptual framework and research hypothesis.

5.1 Introduction

The chapter suggests best practices for the HR planning to be considered by HR professionals in software organizations. Recommendations for future research will also be suggested.

5.2 Conclusions

The findings of this study are drawn based on the analysis and interpretation of the primary data impact on HR Planning on the job satisfaction of employees in the software development organizations in Sri Lanka.

The findings from data analysis suggest that the presence of HR Planning competencies, as indicated by the relationship between HR Planning and the presence of a HR department, may be more important in shaping the form of employee job satisfaction. Further it has been identified that there is correlation between HR planning aspects mentioned by the HR management of the software organizations and they help to increase the employee job satisfaction.

- The career development perspective of the software development employees which was depicted in section 4.5.2 clearly stated that very large numbers of the respondents are satisfied with the knowledge sharing activities, the skill development programs which are communication skills, team work and HR/orientation programs provided by the organization which can extend their knowledge on respective working areas. However a few are not satisfied with the quality of in-house training. Some of the employees are not satisfied with the productivity improvement programs and are not willing to adopt new technologies concurrently.

- When considering work type/work load planning in the software organizations, as stated in section 4.5.3, the results show that a majority number of employees strongly feel that the working hours decided by organization are most convenient for them. A few of the employees are not in favor of the working hours.

Further, a high percentage of employees are satisfied with the assignment of their work and they are willing to work on their tasks since they are most appropriate for their requirement.

From the study it is clear that the majority of the employees are happy with the freedom at work given by management for their tasks but only a few of them are not feeling satisfied with the freedom given at the work place. In order to carry out the tasks managers should be given enough freedom and power so that they feel they 'own' the result (Syptak et al., 1999). It is clearly realized that employees are not satisfied with the work load and resource utilization for the given delivery deadlines by management.

- When considering the motivation scheme perspective depicted in section 4.5.4 most of the employees are not really satisfied with the motivation schemes currently provided by their organizations.

From the analysis it is concluded that a minority (35.6%) of employees are satisfied with the payment as per their roles and responsibility and the remaining employees are not satisfied with the payment according to their roles and responsibilities. Hence from this analysis it can be stated that payment according to roles and responsibilities is not very satisfactory. Only a few of the employees are satisfied with the opportunities for promotions given by the organization. This shows that the employees do not have any growth opportunities.

However they were satisfied with participation in the decision making process about the project work and the social work that the company allows them to contribute to.

- From the analysis and interpretation in section 4.5.5, it is concluded that most of the employees (85.3%) are satisfied with the workplace and only a few employees are not satisfied with the workplace (3.6%), who are negligible in number. And similarly, in the case of infrastructure most of the employees are satisfied and only a very small number of employees are not happy with the infrastructure of their organization.

It is concluded that nearly all the employees are satisfied with organization policies and practices. And only some of them (8.5%) do not seem to be satisfied with the organization policies and practices. Therefore it shows that implementation of rules and responsibilities should be done fairly by the management.

The study shows that only a very small number of employees are satisfied with the job security. And most of the remaining employees are not satisfied with the job security provided by the organization. Hence from this analysis it is clear that there is a fear of job loss among the employees of software organizations.

Challenging goals may communicate high levels of confidence for the employees and they increase self-efficacy and satisfaction, and these positive feelings may also manifest themselves in enhanced employee commitment (Whittington et al., 2004). If managers provide goal-oriented work environments to individuals with these desirable personality characteristics, they should reap the benefits of enhanced performance and commitment.

Work environments can provide social cues to organizational members on how to act appropriately, and employees tend to conform to such expectations to receive social approval from their peers (Salancik and Pfeffer, 1978; Schneider, 1975). Thus, if a work environment develops a strong goal orientation, employees are more likely to align their individual goal orientations with the norms of the work environment to maintain harmony with their surroundings (Neal et al., 2000).

The study also shows there are no implications of demographic variables that are involved in this research as explained in section 4.9.1.

5.3 Recommendations/Suggestions

According to this research work type and work load planning has significant impact on the employee job satisfaction in the software organizations.

When considering the affected factors of job satisfaction, software company management has to consider work schedules and task assignments of the employees and freedom in giving tasks so that it assigns proper responsibility to them about their allocated task which increases their job satisfaction.

On the other hand management should consider employee participation in the task and decision making process which helps to increase the productivity of the task. Also management should allow them to bring up their innovative ideas and recognize their contribution to the organization. While they consider employee contribution and participation, management should also consider their compensation and remuneration requirements and provide them accordingly.

5.4 Directions for Future Researches

The purpose of this study was to examine the relationship between HR planning and employee job satisfaction in software organizations in Sri Lanka.

A few scholars have studied the impact of HR planning on job satisfaction in the other industries but not in the software industry. Very few researchers have addressed the HRM practices and their outcomes in the software industry in Sri Lanka and none of them have studied HR planning, its outcomes and impact on job satisfaction in the software industry in Sri Lanka. Therefore, this study addressed this gap in the literature relating to the software industry in Sri Lanka.

The findings of this study will be helpful to describe which HR planning activities are positively related to job satisfaction. Hence, findings of this research will be helpful to HR managers to examine the success of HR planning which is currently implemented by them and to identify the outcomes of such processes.

Furthermore, HR managers of software organizations can make necessary changes in currently used HR practices to minimize the negative impact of HR outcomes. Hence, suggestions are provided for HR managers to look at the HR planning and impact of employee job satisfaction on HR outcomes. Further research can be conducted to examine the impact of HR planning on organization performance. Future researches can be done in connection with the IT sector in Sri Lanka. Furthermore, researches can be done to compare the impact of HR planning on job satisfaction in other sectors in Sri Lanka as well.

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Appendix A

Survey on Impact of Human Resource planning towards Job Satisfaction in Sri Lankan Software Development Organizations

Dear Participant,

I am a student who is following MBA in IT at University of Moratuwa. This questionnaire is prepared for the part of the study of MBA. This research mainly focused on factors affected to employee job satisfaction from proper human resource planning activities in software development organizations

All responses and answers will be treated as strictly confidential. All information will only be used for the purpose of this study as stipulated in the conditions and ethics of research. I wish to extend my appreciation for your support and assistance in this study.

I would really appreciate if you could spend few minutes of your precious time to fill the questionnaire in order to carry out my research successfully.

Thank you

Buddhika Gajanayaka (MBA IT UOM – 2011)

Section 1: Please select appropriate answer and highlight it

1. Your age

- Less than 25
- 25-30
- 30-35
- 35-45
- More than 45

2. Your gender

- Male
- Female

3. Level of education:

- Certificate
- Diploma
- Bachelors
- Masters
- PhD
- Other

4. Your experience in the industry

- Less than 1
- 1-3
- 4-6
- 7-9
- More than 9

5. Job function:

- Associate Engineer
- Engineer
- Senior Engineer
- Consultant
- Manager
- Business Analyst
- Network Engineer
- Other

6. Employment Status

- Permanent
- Contract
- Trainee
- Intern

7. No. of employee in the organization

- Less than 100
- 100-300
- 300-500
- 500-700
- More than 700

8. Marital status

- Married
- Single
- Other

Please select suitable answer for the following statements which represents opinion about your Job satisfaction of your work at your organization

Please mark x for correct answer						
Please select appropriate answer which represents your opinion about Career Development Opportunities in your organization		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	Company gives me sufficient orientation programs which helped me to familiarize with my company					
2	I have attended productivity improvement programs such as team building, out bound training programs organized by the company					
3	There are knowledge sharing opportunities available in my company such as tech talks,					

	tech forums and blogs					
4	I receive enough guidance from my supervisor to complete my tasks					
5	I am given opportunities to develop my skills in this organization					
6	There are enough opportunities to build my career path in my company					
7	The works I get are in line with my career goals					
Please select appropriate answer which represents your opinion about Work Load Planning in your organization						
8	Working hours are planned and flexible					
9	I get a reasonable work load which satisfied me					
10	Expected work load is sufficient and suitable for me					
11	work load is equally distribute among the team members					
12	Work I get is appropriate for my job function					
13	Most of the work happens here are in an ad-hoc manner.					
14	I am satisfied with the deadlines given to complete work assignments					
15	Company allows me to work with best in class processes in the industry					
16	I am given adequate freedom to do my job efficiently.					
17	At work my opinions are countable.					
18	I always get opportunity to convey my ideas on important decisions.					
19	I get motivated when I use cutting-edge technologies for my project works					

20	I have given enough training before I allocate to the project.					
Please select appropriate answer which represents your opinion about Motivation Schemes, Working Environment and Job Satisfaction in your organization						
21	My current salary motivates me					
22	performance appraisals methods are fair enough in my company					
23	I have opportunities to participate in social activities such as sports days, outings, get together organized by the company					
24	I have been rewarded for my extra dedication					
25	Company gives positive recognition when employees produce high quality work					
26	Innovation and creativity are encouraged here					
27	Promotions and career advancement opportunities are awarded to right people					
28	It is easy to work with my fellow workers					
29	I am happy with the opportunity given me for work towards organization goals					
30	Management is genuinely interested in employee ideas on how to improve our products and services					
31	Management is fair in personal/working policies such as leaves, working hours					
32	I feel I am secured in this job					
33	Organization follows best practices of works for day today activities					
34	I am satisfied with my job					
35	given a higher pay I will be considering to change the company					
36	company supports an appropriate work-life balance					

37	I am willing to undertake additional works that I have assigned if one of my colleague is absent					
38	I will undertake extra work loads when project completion pressure is high					
39	When circumstances are demand I will consider of come to work by committing my personal obligations.					
40	This organization pays me fairly for the work I do.					
41	My total pay is adequate compared to similar works elsewhere.					
42	People at this organization are paid fairly according to their job performance.					
43	My job does not offer me the opportunities for my career development					
44	I have the flexibility to arrange my work so that I can meet organization's business objectives and balance my family and personal needs					
45	My job offers me the opportunities to gain work experience in challenging new areas and improve my career aspirations					

Appendix B

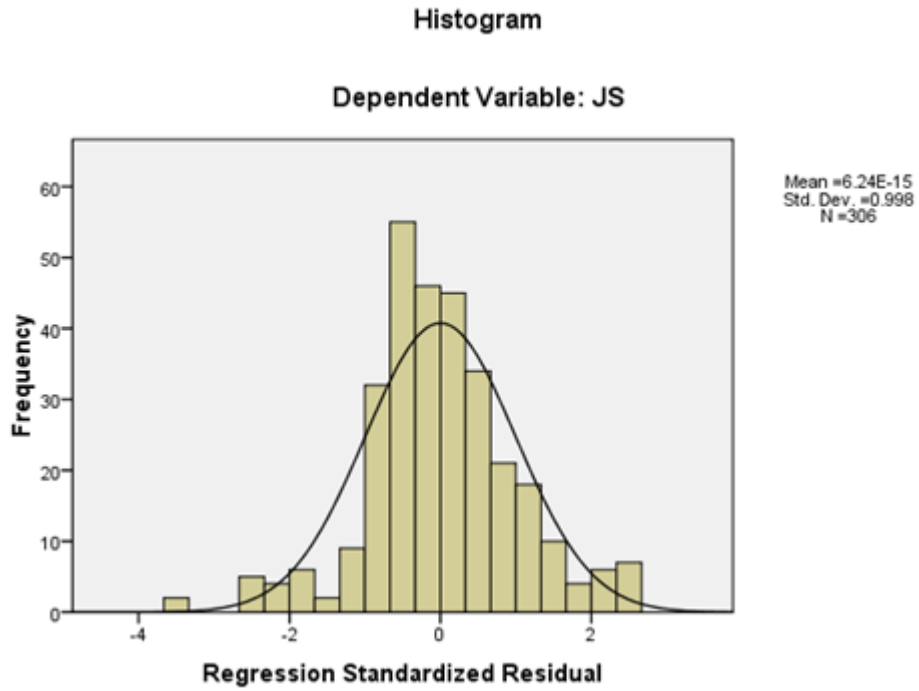
Interview results of HR Professions in the Software Organizations

Activity	Company 1	Company 2	Company 3	Company 4	Company 5	Company 6
Recruitment and staffing	Consider Talent Acquisition and Experienced staff	Recruit fresh graduates	Mainly consider on working experience	Fresh graduates considered	Fresh graduates are considered	Experienced and fresh graduates are selected
Skill training programs	Talent profile – Expected skills, Competency skills, RBT Whole performance management by role stretching	Company gives training by internal trainers	Training has been given by internal trainers in the company	Trainings for skill development	Soft skill trainings are provided by the management according to the requests by employees	Skill trainings are given in the initial stage
Career/ Management development	Talent management process Potential growth Development – by leadership development	T shape – personal development Agile methodologies used	Career development programs are conducted by management	Career development programs are conducted by management	Career development programs are conducted by management	Career development programs are conducted by management
Employee relations with management	recruiting new people or increasing existing people's values by training them to a higher position while managing cost Grievances are considered	Forecasting for future needs Align with company core values are suggested Flat hierarchy	Opportunity to communicate with higher management	Free to escalate their problems Flat structure Employee-centric	Communication opportunities for employee concerns	Employee-centric
Work schedules/Technology utilization	Service delivery quality Project rotation	Project requirements fulfill according to the competency of	New technologies introduce according to project requirements	No fixed working hours Employees are responsible	Flexi hours, can work from home	Flexible working hours

		people Project transitions are considered		for their tasks		
Compensation	Pay for performance	Pay for performance	Pay for performance and company revenue	Pay for performance	Pay for performance	Pay for performance
Promotion policies	competency matrix, leadership talents, Company values	Consider duration work in the company and performance	Only based on the performance	Only matters performance not the experience in the industry merit for the work	Performance based	Performance based
Working environment	Consider on aligning HR strategy to Business strategy Need to align with Company culture	working hours are flexible/ consider on employee requirements	Based on company culture and employee requirements	Team structure	No team, can work individually	Company culture based on company vision and mission

Appendix C

Scatter Diagrams of Job Satisfaction and HR Planning Variables



Scattered diagrams of all independent variables over Job Satisfaction (JS)

Figure 1: Scatter diagram Career Development Planning (CDP) and Job Satisfaction (JS)

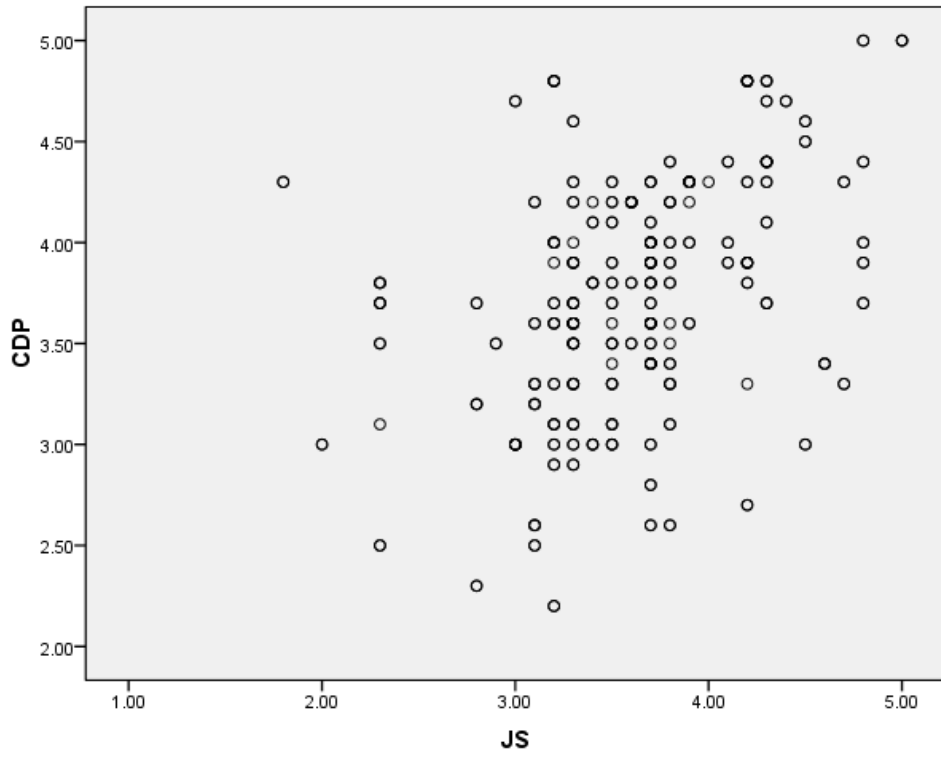


Figure 2 :Scatter diagram Work type/Work load Planning (WLWTP) and Job Satisfaction (JS)

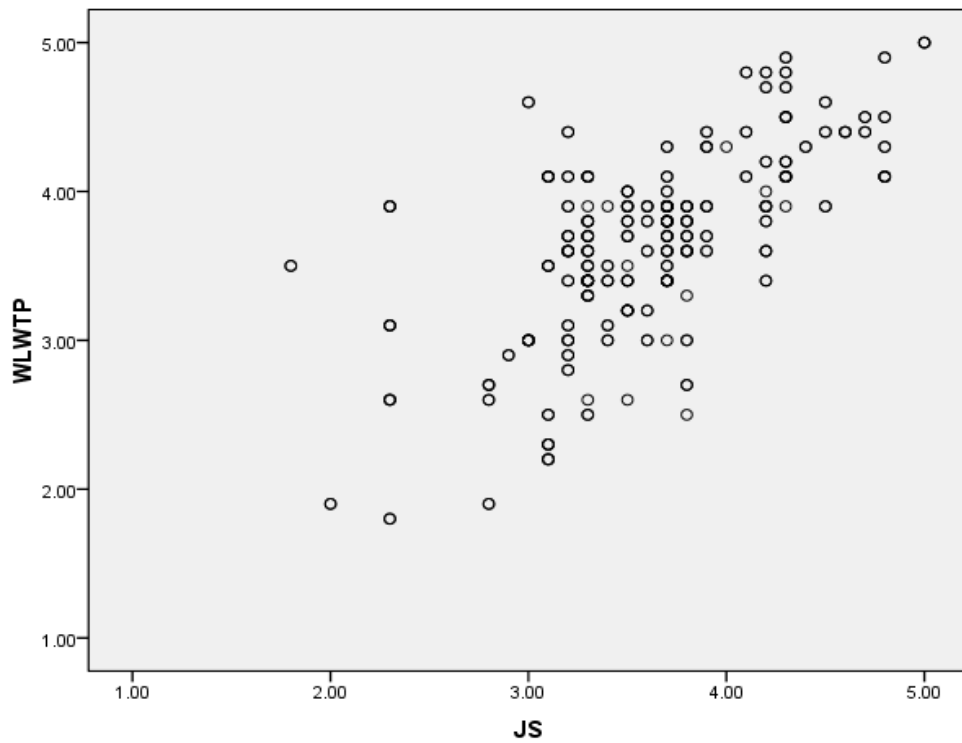


Figure 3: Scatter diagram Motivation Schemes (MS) and Job Satisfaction (JS)

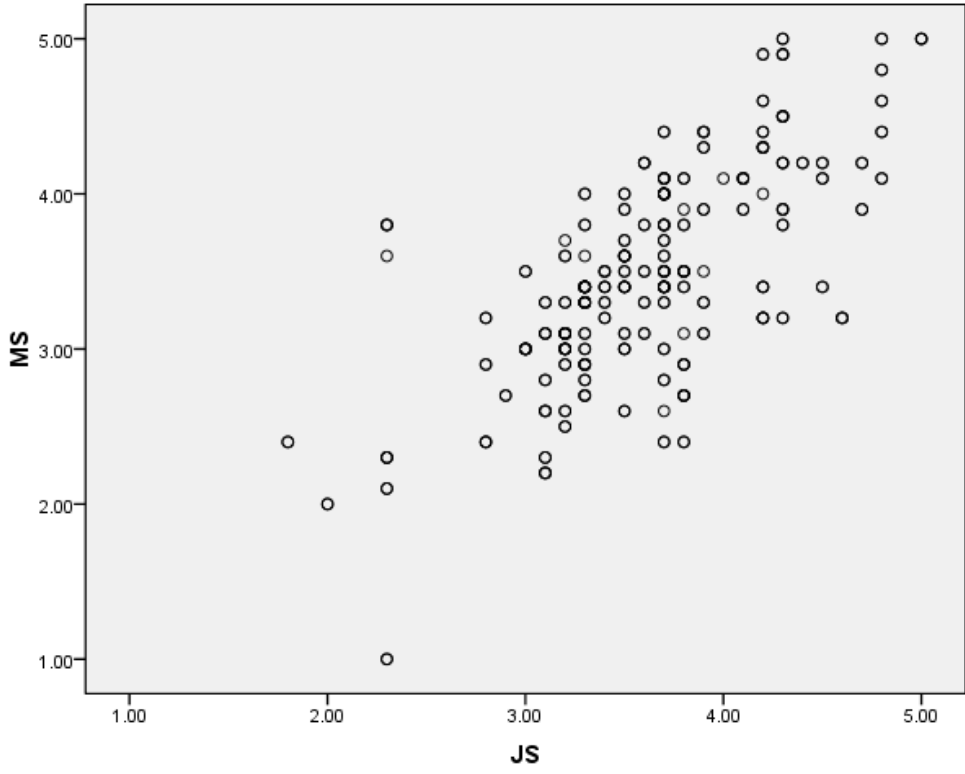


Figure 4: Scatter diagram Working Environment (WE) and Job Satisfaction (JS)

