

CHAPTER 5 – CONCLUSION, RECOMMENDATIONS AND FURTHER RESEARCH AREAS

5.1 Introduction

The final chapter which summarizes the conclusion of research study will discuss the findings of the study in concise manner referring to the objectives defined in the first chapter. Further it will discuss the recommendations to address this practical problem which is currently in the IT industry in Sri Lanka. In the final section of this chapter, the author will discuss the possible extensions to the research that could be done as further research activities.

5.2 Conclusion

As mentioned in the first chapter, there is a huge demand for software out sourcing from the western countries to the Sri Lankan IT industry. To produce them a better software product with high quality as their expectation, Quality assurance is a main factor to be considered. But when considering the Sri Lankan IT industry context, the position given to the Quality assurance career path is bit low when compared to other career paths mainly to Software engineering. Therefore this research problem which is mentioned in the first chapter has aroused. From the research study responses, it is justified.

The analysis of the data shows that most of the graduates with high grades obtained in exams have selected software engineering as their career path compared to others who have obtained low grades. Analysis shows several reasons for this problem. When considering the Job attraction factor, QA engineers have rated their benefit packages and salary schemes as lower than the other career paths. But Software engineering employees are satisfied with their career path. Also, when compared to the software engineering career path, the training that QA engineers are getting is less, as per the responses. Not only that, but also likely to move to another job role from their current job role is low for the software engineers, when compared to the QA engineers. Which means, the job attraction is comparatively low when it comes to QA job role than other job roles.



The next most important factor is the formal education, the knowledge that they gain during the undergraduate academic period. According to the data analyzed, in almost all the universities including government and private, they have less number of QA related modules than Software engineering related modules. Therefore the knowledge they gain about the quality assurance is less and the motivation they get to select QA career path is also low. Hence the tendency of well performed graduates selecting QA career path is getting low.

Lack of knowledge on QA job role in software industry among the passing out graduates is also measured in this research study. Since the less focus on the formal education related to software quality assurance given is low during the under graduate level, the knowledge on QA job role in software industry is also low since it has an impact on that. Students do not know what is happening really in IT industry and how important QA engineering also in the software development life cycle, especially when it comes to test automation. Students should be aware of these facts and how these things helps up in developing better quality software product should be taught them.

As per the research analysis, avenue for continuous professional development and future prospect of the career paths, got better responses. In the research study, the author had considered this as a negative hypothesis. But due to the respondents' perceptions, the hypothesis related to avenue for CPD and future prospects have got a positive result and the hypothesis therefore rejected. Which means that continuous career development of the industry is at a much higher state than few years back. Because, now there are several opportunities of developing their skills and updating their knowledge indifferent ways. Which is a good sign to be seen in the software industry to say that it is going in a right direction. That has become the reason of changing the responses in a better way and reject the fourth hypothesis.

Selecting QA career path also depends on the graduates' perception on the job role according to their interest and certain other factors. Some employees select QA career path since they have the QA related skills such as analytical skills, co-operating skills with technical and non-technical resources etc. Also there are some employees who select QA as their career path just to enter to the IT industry and later they move to other career paths as well.

5.3 Recommendation to overcome the problem

In this section research suggests according to the analysis, there is a high need of reshaping the undergraduate IT curriculum by introducing more opportunities to develop student's knowledge on QA area. It is not an easy task since the relevant authorities have to look in to solve this matter by changing the whole curriculum by giving bit more priority to software quality assurance area as well.

Also the IT industry in Sri Lanka has a huge responsibility of looking in to this matter seriously with possible sector wise remedial strategies, such as matching salaries, giving better recognition, having different training programs etc. Then it will help from another side to address this challenge by opening the gates to enter for the well performed students with knowledge with a higher demand.

By addressing these two issues mainly would help to change the perception of the students who are willing to select a better career path and will help to change the industry norm such as 'Being a software engineer is the best' as well.

5.4 Limitations and Further research

There are several possible limitations when implementing the recommendations. This problem is mostly existing in Asian countries. The problem in this research is highly limited to Sri Lankan context. Only few software developing companies in Sri Lankan IT industry only can handle this problem. Because, some of the firms still not consider software quality as a priority as they are mostly deals with local customers. But when it comes to companies where they have international customers, know the importance of the quality assurance, since the international market consider 'Quality' as a major factor. Also using and affording for better automation tools and giving training is not possible for all the software development companies in Sri Lanka (small and medium scale).

Especially in a country like Sri Lanka, it is bit difficult to change the perception or the mindset of the employees 100 percent. Therefore changing those norms in the society such as 'software engineer is the best career in the software development field cannot be changed fully.

Another limitation and the major among the limitations is, changing the Information Technology curriculum which would be a huge process in government universities.

As for the further research, it may consider,

- Applying this concept in to other job categories as well.
- Increasing the sample size to cover the full IT industry to get a better results.
- A research to get the perception of the employees on this matter in a different way. In the model summary (Table 20), it is noted that only 4% variance was explained by the Job attraction on Selecting QA career path by well performed graduates. The remaining 96% of the unexplained variance suggests the need for further research to include potential unmeasured variables into the current model.
- A research to get the perception of the employees on this matter in a different way. In the model summary (Table 23), it is noted that only 21% variance was explained by the avenue for CPD and Future prospects on Selecting QA career path by well performed graduates. The remaining 79% of the unexplained variance suggests the need for further research to include potential unmeasured variables into the current model.
- A research to get the perception of the employees on this matter in a different way. In the model summary (Table 26), it is noted that only 26% variance was explained by the QA job role in the software industry among the passing out graduates on Selecting QA career path by well performed graduates. The remaining 74% of the unexplained variance suggests the need for further research to include potential unmeasured variables into the current model.
- A research to get the perception of the employees on this matter in a different way. In the model summary (Table 26), it is noted that only 8% variance was explained by the Formal education on Lack of Knowledge on QA job role in the software industry among the passing out graduates. The remaining 92% of the unexplained variance suggests the

need for further research to include potential unmeasured variables into the current model.

5.5 Chapter summary

The final chapter summarizes all the aspects that were researched upon in relation to the research on Analysis on lack of interest in well performed IT graduates in selecting “software quality assurance” as their career path. This chapter initially discussed the conclusion of the whole research study how the objectives were achieved. Then the recommendations that could be given from the research study was discussed. These recommendations were done by looking at the analysis done in the chapter 4. Finally, some possible limitations and further research that could be incorporated to this research context were explained which could be beneficial for anyone who is concern about this matter or related matters.

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APPENDICES

Appendix A: Semi-Structured Questionnaire:

Analysis on lack of interest of well performed IT graduates in selecting Software Quality Assurance as their career path

I am a post graduate student of University of Moratuwa and I am conducting a research on "Analysis on lack of interest of well performed IT graduates in selecting Software Quality Assurance as their career path", as a partial fulfillment of the MBA in Management of Technology. I am kindly inviting you to participate in this research study by completing this questionnaire. The following questionnaire would absolutely require few minutes to complete and please be open minded to answer following questions.

Your genuine response would help me to draw a realistic conclusion for this research. This questionnaire consists of variety of questions about your attitudes toward your current job, selecting QA engineering career path and knowledge you have around that field. The response on the questionnaire will be kept confidentially and will only be used for academic purposes. And your responses will not be identified with your personality hence you are not expected to provide your name and other confidential information. And this Questionnaire contains 7 pages but not hard questions to answer. So Please spend few minutes on filling this questionnaire.

Thank you

Dilusha Navaratne
MBA in Management of Technology (2015),
Faculty of Engineering,
University of Moratuwa, Sri Lanka
[Email:diluaccess2007@gmail.com](mailto:diluaccess2007@gmail.com)

Section A - Demographical Information

1. Gender

- Female
- Male

2. Age

- 19-25
- 26-30
- 31-36
- 37-42
- >43

3. Present status? (In this question, please note that, interns belong to 'undergraduate' since you haven't graduated yet)

- An Employee
- Undergraduate

4. Highest Level of Education

- Undergraduate
- Certification
- Diploma
- Bachelor's general Degreee
- Bachelor's Special/Honours Degreee
- Post Graduate Diploma
- Masters
- Ph.D
- Other:

5. Class you obtained from your degree or highest education level (For Undergraduates, select the class related to your latest CGPA)

- First Class
- Second Class -Upper Division
- Second Class -Lower Division
- Pass

6. Name of the organization

7. Your Job Category

- Project Manager
 - Software Engineer
 - QA Engineer
 - Network Engineer
 - System Analyst
 - User Interface Designer
 - Business Analyst
 - Undergraduate
 - Other:
-

8. How long do you have experience in your current job role?

- < 1
- 1 to 3
- 4 to 6
- 7 to 8
- 9 to 12
- > 12
- none (for under graduates if needed)

9. How many QA related subjects were there in your undergraduate curriculum?

- None
- 1 to 2
- 3 to 4
- 5 to 6
- more than 6

10. How many software development related subjects were there in your undergraduate curriculum?

- None
- 1 to 2
- 3 to 4
- 5 to 6
- more than 6

Section B – Job Attraction

1. Recognition - This section is to get your opinion on the recognition about your current job role. And for the undergraduates may select what they expect to have to have when they pass out and find a job.

11. Please use the following indicators to show your level of challenge with the statement below *

	1. Not at all challenging	2. Slightly challenging	3. Moderately challenging	4. Very challenging	5. Extremely challenging
How challenging would you want your job to be?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Please use the following indicators to show your level of probability for the statement below *

	1. No Training at all	2. Bit of Training	3. A moderate amount of training	4. A lot of training	5. A great deal of training
What is the probability of training that you are getting for your current job role than other job roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. Please use the following indicators to show your level of favour with the statement below

	1. Not at all likely	2. Slightly likely	3. Moderately likely	4. Very likely	5. Extremely likely
How likely do you think it is that you will be promoted if you do your job well, When comparing to other job roles?	<input type="radio"/>				

14. Please use the following indicators to show your level of agreement or disagreement with the statements given below

	1. Strongly Disagree	2. Disagree	3. Neutral/Neither agree nor disagree	4. Agree	5. Strongly Agree
I am satisfied with my opportunities for professional growth.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work gives me a feeling of personal accomplishment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is important to me to be recognized for my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would appreciate non-monetary rewards in addition to my wages.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that QA job role also well recognized job role as the other job roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The nature of my job allows me adequate opportunity to be recognized.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that all employees should be rewarded for achievements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Job Attraction cont'd.

2. Salary - This section is to get your opinion on the salary you get for your current job role. And for the undergraduates may select what they expect to have to have when they pass out and find a job.

15. Please use the following indicators to show your level of agreement or disagreement with the statement given below *

	1. Much worse	2. Slightly worse	3. About the same	4. Somewhat better	5. Much better
Is your employer's benefits package in the current job role is better, worse, or about the same as those of other job roles?	<input type="radio"/>				

16. Please use the following indicators to show your level of agreement or disagreement with the statements given below *

	1. Strongly Disagree	2. Disagree	3. Neutral/Neither agree nor disagree	4. Agree	5. Strongly Agree
I believe I can satisfy with my total benefits package given for my current job role when comparing with other job roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Please use the following indicators to show your level of agreement or disagreement with the statement given below

	1. Not at all well	2. Slightly well	3. Moderately well	4. Very well	5. Extremely well
Given your skills, how well are you paid, when compared to other job roles??	<input type="radio"/>				

Job Attraction cont'd.

Job Satisfaction - This section is to get your opinion on the job satisfaction level you get for your current job role. And for the undergraduates may select what they expect to have to have when they pass out and find a job.

18. Please use the following indicators to show your level of agreement or disagreement with the statement given below

	1. Very unhappy	2. Somewhat unhappy	3. Neither happy nor unhappy	4. Somewhat happy	5. Very happy
How happy or unhappy are you with your current role at your job?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please use the following indicators to show your level of agreement or disagreement with the statement given below

	1. Not at all strongly	2. Slightly strongly	3. Moderately strongly	4. Very strongly	5. Extremely strongly
How strongly do you believe that QA role is more attractive than other job roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

20. Please use the following indicators to show how likely you agree or disagree with the statement given below

	1. Extremely likely	2. Very likely	3. Moderately likely	4. Slightly likely	5. Not at all likely
How likely are you to look for another job outside the current job role?	<input type="radio"/>				

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Section C – Formal Education

This section relates to measure your education level

21. Please use the following indicators to show your level of agreement or disagreement with the statements given below

	1. Strongly Disagree	2. Disagree	3. Neutral/Neither agree nor disagree	4. Agree	5. Strongly Agree
I haven't learnt very much, about testing tools during my undergraduate curriculum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wasn't much aware that Improving quality leads to decreasing rework, costs and schedules which benefits to the software industry, during my undergraduate curriculum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I wasn't much aware of the impact on the businesses of customers/end users using high quality software produced by the software industry, during my undergraduate curriculum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I haven't learnt much about the importance of the software testing as well as being a software engineer, during my undergraduate curriculum	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Section D – Avenue for Career Prospect Development and Future prospects

Future prospects - This section is to get your knowledge on the future prospects of QA career path

22. Please use the following indicators to show your level of agreement or disagreement with the statements given below

	1. Strongly Disagree	2. Disagree	3. Neutral/Neither agree nor disagree	4. Agree	5. Strongly Agree
Software quality engineers and development engineers have unique growth paths with similarities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Software developers may get promoted to module lead, team lead, project lead, project manager and so on as well as a software QA engineer will have a similar path where he/she will become team lead, project lead, project manager, test architect etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a qualified automation engineer can draw much more salary than a developer with similar work experience (years).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's a fact that few companies offer a bit lesser salary to QA engineers as compared to developers at the initial phase of career. But its not a remaining problem for longer time in career.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In most of the well developed companies requires, at least foundation level of International Software Quality Board(ISTQB) examinations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that other job roles have better career growth than QA engineering career growth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Avenue for Career Prospect Development and Future prospects Cont'd.

Avenue for Career Prospect Development - This section is to evaluate about the knowledge on continuous professional development on Quality assurance field

23. Please use the following indicators to show how likely you are aware about the statements given below

	1. Not at all aware	2. Slightly aware	3. Moderately aware	4. Very much aware	5. Extremely aware
Doing professional exams such as International Software Quality Board(ISTQB) examinations with the experience helps you to go ahead in the QA career path as similar to the development or any other career path	<input type="radio"/>				
If you like to specialize in Quality assurance analyst path, Certified Tester Advanced Level Test Analyst(CTAL) exam helps a lot	<input type="radio"/>				
If you want to be a manager in QA, Certified Tester Advanced Level Test Analyst (CTAL) Test Manager helps to reach there	<input type="radio"/>				
If you like to specialize in Quality assurance technical path, Certified Tester Advanced Level Test Analyst (CTAL) Technical Test Analyst exam helps a lot	<input type="radio"/>				

24. Please use the following indicators to show how likely you agree or disagree with the statements given below

	1. Not at all likely	2. Slightly likely	3. Moderately likely	4. Very likely	5. Extremely likely
If you are already in QA career path, will you go along in this path to the top level?	<input type="radio"/>				
If you are already in QA career path, will you divert your career path to some other career	<input type="radio"/>				
If you are already in some other career path, would you divert in to QA career path in the future?	<input type="radio"/>				

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Section E – Selecting QA career path by well performed students

Selecting a preferred job role

25. Please use the following indicators to show your level of agreement or disagreement with the statements below

	1. Strongly Disagree	2. Disagree	3. Neutral/Neither agree nor disagree	4. Agree	5. Strongly Agree
If you select or would have already selected current career path because, I had a dream of being in this job role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did you or would you like to start your career path as a Quality assurance engineer?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will you use QA engineering career path only as an entry point to the software industry?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
If you select or would have already selected QA career path because, I have analytical skills and I like finding bugs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
QA Engineering is more interesting than other job roles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Job roles are more interesting than QA Engineering job role	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Section F – Lack of Knowledge on QA job role in software industry among the passing out graduates

Industrial QA job role knowledge -This is to measure the knowledge about the QA job among the industry and the passing out graduates

26. Please use the following indicators to show how likely you are aware about the statements given below

	1. Not at all aware	2. Slightly aware	3. Moderately aware	4. Very much aware	5. Extremely aware
QA is a perfect process from which to see how, who, and what gets done	<input type="radio"/>				
Quality is about how the company runs and delivers value and experience to its clients	<input type="radio"/>				
QA can participate more easily in the DevOps movement, and eventually take over the DevOps role	<input type="radio"/>				
Great QA engineer understand that their consumer comes first	<input type="radio"/>				
software QA engineer are the voice of the customer	<input type="radio"/>				
QA engineer should think critically with a big picture	<input type="radio"/>				
QA engineer should be able to take risk based decisions since the final product release to the production is on their hand	<input type="radio"/>				
Quality of the product is on the QA engineers hands	<input type="radio"/>				

Lack of Knowledge on QA job role in software industry among the passing out graduates cont'd.

QA vs Development Skills - This is to measure the knowledge on the QA Engineers vs Software development engineers skills among the industry and the passing out graduates

Please use the following indicators to show how likely you are aware about the statements given below

	1. Not at all aware	2. Slightly aware	3. Moderately aware	4. Very much aware	5. Extremely aware
QA Engineer should have Code automated test knowledge as technical skills as well as for developers	<input type="radio"/>				
QA Engineer should have Analyze Test Results knowledge as technical skills	<input type="radio"/>				
QA Engineer should have ability to Communicate With Technical and Non-Technical Resources	<input type="radio"/>				
QA Engineer should be able to think out of the box than developers	<input type="radio"/>				
QA Engineers are adaptive and can switch tasks fast	<input type="radio"/>				

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