



# A Study to Analyze the Influence of Performance Management through Career Resilience – with special reference to IT Professionals in Chennai

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**Abstract.** Human being is considered to be the supreme power in the world but the creation of the God is in such a way that no one can guarantee human life span. The great stalwarts compared human being with products and drafted a life cycle for the products as introduction, growth, maturity and decline and the learned theory of marketing management says it's the right time to do modification during the phase of maturity, now the current scenario demands to learn and take up a research from the traditionally gained knowledge which thought us to CHANGE, for products its maturity stage and for human life the maturity stage will occur during the phase of employment, to avoid the reach of saturation in growth, resilience helps us as a life jacket. The growth of the business is based on the turnover. This turnover can be added, multiplied based on the performance of the employees. The leverage of the business can be compared with the gears in the levers which creates leverage. In business, a best performing employee can be compared with a positive gear which increases or sometimes doubles the profit of the company. Hence, it is the responsibility of the business to identify the performance which can be easily put under mechanism by career resilience. The study was made to the staff working in IT sector within Chennai. The present focuses on the importance of performance management strategies which can be achieved through career resilience.

**Keywords:** Performance Management, Resilience, Career Development.

## 1 INTRODUCTION

Human resource is considered to be the master mind to all discoveries, inventions and innovations whenever there is positive curve or a negative curve or the business stands static the reason behind is the HUMAN BRAIN. So, from the above content its, has been clearly understood that HR is the vein of all business henceforth Human Resource is the way for the success for the company. The purpose of drafting this article is to understand the major reasons behind the company's weakness in holding its employees (Retention) and also to cull out the reasons responsible for the lack of competencies

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with the current employees and finally to create a bridge among the Employer and the employee by creating a solution in the form of resilience.

### **1.1 HRM – Transformation from Industrial Relation Era to Human Resource Management Era:**

For perceiving the functions and modern practices of HRM, it's important to know about the Evolution of HRM. From Industrial Revolution era to Human Resource Management era, every succeeding period has been overlapping all the times. After 1980's Industrial Relation department transformed as Personnel Management, here socio-psychological beings are considered as an ultimate authority of organizational persuasiveness. Huge organizations changed from Personnel Department to Human Resource Department. Human Resource Management is still developing to become a fusion of organizational behavior, personnel management, industrial and labor relation.

## **2 CAREER RESILIENCE**

**Career Resilience** is the competence to adopt wavering circumstances, maintain equilibrium in workplace during the period of organizational change and stress. In other words, an employee should emphasize control, adaptability, dynamism and taking positive action towards that situation. It is not about adaptability to workplace change but also about increasing control over one's own personal goals for the future.

### **2.1 Significance of Career Resilience in IT Sector**

In the general run of things, IT sector face frequent organizational changes, fastest career growth and high attrition rate. In the digital transformation journey, there is a huge demand for new-age technology skills. In the talent war, whoever with the proper tool will grab the opportunities otherwise you will throw out of the war. According to the employment outlook report of Team Lease Services, IT sector was faced the highest attrition rate 8.03% among all industries in India. After pandemic, IT employees are working in hybrid work model. All their team meetings, client meetings, trainings are going on through both online and offline according to the convenience of clients. With all these constraints, they have to make them prepared for the indefinite workplace change by way of observing the industry's trends.

## **3 REVIEW OF LITERATURE**

[8] found that, human beings must readjust themselves to survive in the work domain. To reach that frame of mind, an employee requires career adaptability. Career adaptability is a capacity to use psychosocial resources to make changes in self and situation for career development and success. [9] stated that, updates skills and forever internal

network can enable the employees to be resilient within their current career and helps them to create external contacts. This approach will help the employees to adopt the career shock, either it may be a positive or a negative career shock. [2] found that, workplace uncertainty and social isolation are the impacts of COVID-19, creates the awareness about the career resilience. Career Resilience process helps to expand psychological resources such as confidence, hope, optimism and support networks that builds the career over the life span. [1] stated that communication and co-operation between employer and employees are essential to improve employee's self-efficacy, that is one of a deciding factor of resilience in the uncertain working conditions of employees. [4] argued that career resilience can diminish the negative mastery of challenge aggravated stressors include job complexity, time pressure and workload on positive emotion. [7] pointed that development in technology, lack of skills, increasing employee turnover and frequent expectation changes from Generation Z employees encourages the organization to consider the significance of developing a career resilient in the workplace. [8] stated that, career resilience is the employee's capacity to face, overcome and improve from negative career shock, uncertain situations and harsh working conditions in the workplace. [5] described that, through career resilience employees could able to manage emotional qualities includes self-awareness, self-management and relationship management that support employees to manage change and provides the way of career development. [6] reviewed that, career resilience is an ability of individual to comeback from work-oriented complications and process.

## 4 RESEARCH METHODOLOGY

After COVID pandemic, in the Indian IT sector there is a mismatch between the demand-supply in digital skills. As a result, there has been an increased in attrition rates compared to the preceding periods. This study will reveal that in the career world, which is stamped by change, where the identity development is in demand, there performance management through career resilience will lay paths to job security and healthy career.

### 4.1 Objective of the study

The **primary objective** is to bridge the expectations of the employer with the Employee Skills through Resilience. The secondary objectives are:

- To explore the reasons behind the increasing rate of attrition in ITES Companies after COVID and the future coming competitive situations.
- To measure the Emotional Clinch among the employees witnessed during the transformation of Work Place.

This paper is an outcome of a descriptive research with reference to various strategies influencing career resilience, detailed questionnaire was distributed using Google Forms through various social media platforms. Sample size denotes the number of elements selected for the study. Out of 218 responses that were obtained, we narrowed the

sample of 193 responses, after eliminating entries that were either unfilled or inaccurate. Excel was used to analyze the data obtained through the survey. In order to receive a respective sample, we applied Convenience sampling method.

5 DATA ANALYSIS AND INTERPRETATION

Table 1. Demographic Analysis

Age of Respondents	Frequency	% of Respondents
21 – 30	68	35%
31 – 40	75	39%
41 – 50	42	22%
Above 50	8	4%
Gender	Frequency	% of Respondents
Male	106	55%
Female	87	45%

Table 2. Number of Years working in the current organization.

No. of Years	Frequency	% of Respondents
0 – 1 Year	33	17%
1 – 5 Years	112	58%
5 – 10 Years	26	13%
10 – 20 Years	19	10%
Above 20 Years	3	2%

Table 3. Number of Career Changes

	Frequency	% of Respondents
No career Change	24	12%
One time	63	33%
Two times	66	34%
More than 2	40	21%

Table 4. In the most recent 1 year, have you ever attended any workshop or training Programs or more than one week

Workshop or Training Programs At-	Frequency	% of Respond-
Yes	152	79%
No	41	21%

**Table 5. Was the training program effective?**

	<b>Frequency</b>	<b>% of Respondents</b>
Yes	71	37%
No	122	63%

**Table 6. Major Workplace Change and Acceptability Level**

<b>Various Workplace Change</b>	<b>Totally Unacceptable</b>	<b>Slightly Unacceptable</b>	<b>Neutral</b>	<b>Slightly Acceptable</b>	<b>Totally Acceptable</b>
Technological Change	57%	25%	11%	7%	-
Team Change	24%	28%	9%	37%	2%
Leadership Change	24%	32%	22%	21%	1%
Software Environment Change	-	5%	12%	11%	72%
Product Change	49%	21%	16%	9%	5%

**Table 7. Are organizational objectives clearly defined?**

	<b>Frequency</b>	<b>% of Respondents</b>
Yes	129	67%
No	64	33%

**Table 8. Do you feel difficult to accept organizational goals to be set as your objectives?**

	<b>Frequency</b>	<b>% of Respondents</b>
Yes	101	52%
No	92	48%

**Table 9. Are your goals are matching with the organizational objectives?**

	<b>Frequency</b>	<b>% of Respondents</b>
Yes	69	36%
No	124	64%

**Table 10. Adaptation to the new circumstances like hybrid-style work is easy.**

	<b>Frequency</b>	<b>% of Respondents</b>
Yes	63	33%

No	130	67%
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**Table 11.** Employees are feeling comfortable to share the issues and seeking help from their peer groups, team leader and mentor.

	Frequency	% of Respondents
Comfortable	118	61%
Hesitate	75	39%

**Table 12.** Strategies Direct oneself towards Career Resilience

	Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
Willing to handle emotions during negative career shock	25%	28%	32%	9%	6%
Seek out challenging experiences as an opportunity to learn and improve	2%	9%	20%	24%	45%
Likely to be happy to change plans according to the workplace change	29%	22%	33%	13%	3%
Always believe that things will work out well in the end	4%	6%	18%	25%	47%
I have an everyday work plan and I will review my activities towards my daily achievements and I fix what I need to be achieved in the next day	29%	14%	13%	25%	19%
During challenging moments, I can maintain positive relationship with the internal environment.	34%	36%	19%	9%	2%

## 6 FINDINGS

- 58% of employees are working in the current organization for more than 1 year and less than 5 years
- 67% of the employees said that the current employment is second or third place of work
- 79% of the employees agreed that they have attended training programs
- 37% of the employees agree to the fact that the training program was very effective
- 58% of the employees feel that technical challenges are very difficult to adopt
- 24% feel that, if there is a change in Team Leader or Managers or change in team that creates emotional clinch
- 6.49% of the Employees feels that whenever there is a change Product, it leads to a challenging situation.
- 72% of the respondents feel that learning is a continuous process in the field of information and technology as they witness huge changes in the software they use.
- 67% of the employees feel that, the organization's objective is clearly explained.
- 52% of the employees feel difficult to accept organizational goals to be set as their objectives.
- 64% of the employees feel that their goals are mismatching with the company's objectives.
- 67% of the employees feel that it is difficult to adopt to the new circumstances such as working from home for a few days and in the office for few days.
- 39% of the employees hesitate to share their problems and seek help from their peer group, mentors, team leaders.
- Only 15% of employees are having a courage that they could able to handle emotions even during the negative career shock.
- 45% of employees are seeking out challenging experiences as an opportunity to learn and improve their career development skills.
- Nearly 51% of respondents are not likely to be happy to change their plans according to the workplace change.
- Almost 47% of respondents are strongly believed that things will work out well in the end.
- Most of the respondents could not able to maintain the positive relationship when they go through hardships in their workplace.

## 7 SUGGESTIONS:

- Strategies to progress career resilience have to look at the broader view and engage on employee's incessant career development. First and foremost, thing is to fight against your distracted emotions and boosting up your growth mindset.

- Immediate next is the self-assessment, an important phase in career development.
- Employees should involve in self-caring activities like regular exercises, good nap, healthy food habits etc. These activities will recharge body and mind, boost oneself to think optimistic.
- Employees are in the compulsion to match their personal responsibility with the organizational responsibility for career development. Accordingly, try to setup your personal goals in the way, that makes you more comfortable during changes happen.
- For the safer side some employees also develop self-employed work alongside their full time or part time work like investing in share markets, real estate etc.
- Even a workplace might not be willing to offer you formal training but informal training could able to make values. Best opportunities are always arising out of uncertainties. Informal opportunities like discussing someone's career, how they reach there and working on projects as a volunteer, even in an unrelated field with the new teammates.
- Instead of comparing yourself with others, focus on what you may learn from them.
- Work with Error Management and accept that flaws and omission are the usual part of the learning and development process.
- Minimizing defensiveness by the way of expressing your opinion and feedback in a kind manner with the peer groups and team heads will create strong social network.
- Apart from all the above, "Mental Dexterity" is needed to get the balance right, whether you are an employer or employee.
- For collaborating and building relationships with team members, employees have to work on-site more than remote work, that will lead to in-person interactions. The meeting and collaboration help the employees to socialize and connect with others.
- Habits of work plan helps to balance work-life balance and taking care of one's physical as well as mental health. These aspects will keep an employee more positive at workplace and makes them more comfortable when the changes arise.
- Maintaining support system is vital for employee's good mental health that helps to handle tough times. But we need to accept that, it is impossible at all times.

## 8 CONCLUSIONS

Stories regarding economic crisis and employment problems changed the expectations of both the employer and employee. Employers value more about, whether employees are having skills required for the organization at that time than they are long term employee or new employee. Employee progress is unique towards transition. Some are going through anxiety, fear, depression and some are ready with happiness and feels



challenging. Finally, 90% of the employees are gradually accepting the workplace change and moving forward with positive anticipation. However, career resilience not only save an employee from attrition but also shapes the whole of their work life.

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