Impact of Career Growth of Employees on Success of Small Scale IT Companies

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Abstract. The present era is the era of competition; thus, employees of an organization have emerged as one of the greatest sources of competitive advantage. Employees can effectively contribute in building a sustainable competitive advantage for an organization. In this fast moving competitive world merely providing monetary benefits to the employees cannot ensure organizations success. Thus, a concept of employee career development is introduced to address the issues of personal growth of employees and for ensuring organizations success and performance enhancement. Current business market has totally accepted the fact that employees are the most determining factors accountable for success/failure because employees affect organizational productivity to a large extent. Career growth and career planning increases employee morale and thus help an organization to survive all the unforeseen external environmental conditions through skill enhancement. Therefore, this research aimed at analyzing the "programmer level employee's career development and its effect on organization productivity, employee satisfaction, and factors associated with organization productivity etc. in SSIs (small scale industries) in IT sector".

1. Introduction

Career development programs are gaining significance as a stimulus that drives the employee growth as well as organization productivity and hence all the organizations are attempting to adopt this concept and offering career growth opportunities to their employees. Career development programs in organizations are regarded as an important HR function to create competitive advantage through better productivity and efficiency and also it yields better employee satisfaction and commitment. Career development programs are emerging as a potential force that effect employees and their working efficiency for the ultimate benefit of both employees as well as organizations.

As the use of technology has grown in recent past dynamically, so has the need for adopting and implementing new skills in IT industry as well. This is accurate that there will be businesses that use 'cutting edge' tools, but for their programmers (employees), most small-scale enterprises also lack specialized skills. Existing skill set of these employees is not sufficient in terms of latest technological revolutions. There are many more possibilities for IT companies in introducing new talent pool to their employees. There are certain areas in small scale IT companies where career development programs can be implemented and utilized for managing the employees effectively.

Career development framework in small-scale IT businesses support both employees and organization by encouraging employees to adopt more reliable and timely access to better learning and a broader variety of training management processes at their convenience and level of expertise. The rapid rise in specialized training has added a new dimension to the IT market. It has assisted in offering more reliable and productive career growth approaches than the conventional training methods. This review examines the skills and awareness of employees offered through career development programs in small scale IT companies and it also displays how the implementation of career development programs is affecting programmers in these companies.

IT industry has also undergone a great deal of growth in recent years as a result of the rapid advancement of science, technology, and media. In particular, there has been a drastic change in the attitude of businesses of workers. Performance is the main factor in achieving any organization's stated objectives; employee success is seen as an important resource for achieving the organizational objectives. Career development programs are primarily framed with a view to enhancing the underlying skills of the employee for long and short term tasks and responsibilities.

2. Analysis

While conducting the study over the sample population several different types of limitations were recognized viz. "Respondent fears, lack of sufficient expertise, discrepancies, limitations on the collection of information in depth, etc." The analysis here was done in two phases. Questionnaires for employees (programmers) and employers (management) were analyzed. For employees 218 respondents and the Cronbach value is .894. For employers, 5 respondents' data is used and the Cronbach value is found as 0.707. These are strong data quality representation, and support approx. 89% and 71% of the reliability of the data obtained for the employees and employers.

Two different sets of questionnaires were designed in English language for employees and for employers (management). The questionnaire comprises of several different parts. Let us discuss them one by one;

2.1. Questionnaire for Employees

The purpose of framing this questionnaire is to understand the effect on company's productivity/performance when they plan career development for their employees from the point of view of employees.

2.1.1. Part A. This part of questionnaire is framed for analyzing the demographic profile of respondents. The variables enquired in this part include; Email address, Name, Age, Gender, Qualification, Marital Status, Professional Exp. (years), Current organization, Position in current company, How long you have been in current company (years) and At what position did you start in current company etc. in Small scale IT company employees.

2.1.2. Part B. This part is specifically framed for analyzing the perception of employees regarding the opportunities their company is providing to them for their career development like training and learning, growth, efficiency and productivity, what attracts you most, what is most important for an employee, management values, organization practices and employee values.

In the second section of part B of questionnaire respondents were asked about training and learning related questions like; After training, are you more confident in taking new responsibilities in company, "New learning's" have helped you in increasing their efficiency/productivity etc.

The third section of this part enquires questions related with growth factor of employees like; "Trust of management" motivates you to put extra efforts in work and do your best for company, "Trust of management" has increased our confidence, which helped you in higher efficiency/productivity.

Next fourth section comprises of questions associated with efficiency and productivity like; What has helped you in winning trust of management, Good work over a period, "Money" attracts you most in your job, "Stability" attracts you most in your job and "Position" attracts you most in your job.

Fifth section of part B comprises of questions that are related with what attracts employee the most, these questions are; "Respect/Value in company" attracts you in your job, "Money" is very important for you in professional career, "Stability" is very important for you in professional career and "Position" is very important for you in professional career.

Next sixth section is related to what is most important for an employee that comprises of questions like; "Respect/Value in company" is very important for you in professional career, "Location of job" is very important for you in professional career, Do you get regular salary appraisals.

Last seventh section of part B enquires questions related with employee values like; Does your company motivate you to spend your free time in "exploring latest technologies" or "new learning" and How long would you stay in your company if you get good career growth.

2.2. Questionnaire for Management
The purpose of framing this questionnaire is to understand the effect on company's productivity/performance when they plan career development for their employees from the point of view of management.

Email address, Name of the company, Owner of the company, Contact number of the company, Address of the company, Total headcount in company (approx.) etc.

This part also seeks answers to questions like; Is planning employees' career development important for your organization, How do you develop employees' career, by providing trainings, How many total trainings did you organize in last 3 years, how many (%) resources attended the training, Did you achieve the expected output from these training, Did employees acquire new skills out of these training, Are employees able to take new responsibilities after these trainings, Does company save cost for "acquisition of new skills" with help of these training, Does company save cost by training the staff instead of hiring new employees from outside, Does company prevent redundancy by training existing employees instead of hiring new staff, Does same employee take less time to complete the work after the training (more productive), Does it increase employees' satisfaction level, Would new employee be equally efficient in your business as one of your long time retained employee, Does new employee cost more than retaining an existing employee of same skills/experience which are discussed in our another paper.

3. Conclusion
Concluding this work, it can be thus said that Career development of programmer level employees improve organization's productivity in small IT companies in the study area i.e. Jaipur region, which further assisted in finding the role of various career development processes adopted by IT companies in effectively augmenting the skills, abilities, performance, satisfaction level and employee morale. Thus, we can finally conclude that the above study has achieved its goal of evaluating the position of career development policies in enhancing organization productivity in small scale IT companies in Jaipur region.

4. Future Work
Clearly there are several fields in which this work has implications for future study. Assessing the significance of career development and factors associated with it and also implementation through study on role of career development in organization productivity of Jaipur region, this idea is fairly relevant and creative, and there is plenty to explore in this field. This study concerned with looking at the perceptions and wide use of career development and the impact of career development on the competitiveness of organizations from the point of view of employees and employers in selected small-scale IT companies. For this study some of these drawbacks were as follows.
- A larger sample of respondents needed for the better results and conclusions.
- Disadvantages in pursuing career growth during training.
- Career development implementation Description practice plan needed.
- Research the possible effects on professional development strategies among employees and employers' initiatives.
- Future work should also recognize individual differences as variables that could forecast career development and its effect on productivity in organizations.
- The study is limited to only a selected organization in the Jaipur sample size
- The study is performed within Jaipur Limitation of geographical scope.

For those researchers who need to examine the relevant topics, all the above issues are important.

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