Impact of Career Development of Employees on Productivity of Small IT Companies

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Abstract. The present time is time of competition in IT industry; After Covid 19 pandemic, employees in any organization have become most important assets. Employees' competency is the key in developing an advantage for any company. In this lightning competitive industry only financial benefits to the resources cannot guarantee their stability so company's success. Hence, focus on employee career development is important to address the problem of upskilling employees, stability of employees resulting organizations success and overall improvement in performance and quality. As part of current research scholar has conducted survey of employees in IT companies on certain parameters about their satisfaction, growth and expectations. Another survey has been conducted with employers about their perception to company's productivity, employees' growth, their plans and expectations. Results are mapped to cross verify that career development of employee improves to company's productivity.

Keywords: IT Companies, Employees, Career Development, Career Growth

1. Introduction

Programs for career development of employees are getting more focus as it helps the employees grow as well as increases productivity of companies. Hence companies are trying to accept this concept and generating more and more opportunities through career development programs for employees. These programs are considered as a key HR function in IT companies to develop competitive environment with better efficiency and productivity, which results in higher level of employee commitment and satisfaction. These programs are developing as a potential tool that effects employees' working efficiency and resulting benefit of both employees and IT companies.

In current time, use of technology has grown drastically, at the same time technologies are very dynamic and changes very fast regularly. It generates need to implement new skills in IT companies at the same time. Businesses (clients) are willing to use latest technologies for their system and they are willing to invest accordingly. However, programmers (employees) in IT companies, especially in small IT companies lack these latest skills. Current skills of employees are not enough in context of latest technological revolutions. Hence, it is vital to keep employees upskilling and stay ahead in this competitive industry.

Career development program in IT companies supports employees and organization by ensuring employee satisfaction level remains high resulting lesser attrition rate and less drain of knowledge. From company's point of view, it is important that people who have been upskilled and have in-depth domain and process knowledge stay for longer period with organization. It not only reduces cost of hiring/retraining rather it also increases confidence and trust of clients.

There is nothing better than a responsible employee. Career development program also ensures employees grow with time and understand their responsibilities properly. Such programs also help in improving internal and external communication of team.

Software industry has witnessed a very good growth in recent time as a result of the regular upgrade of technologies. Specifically, there have been major changes in the attitude of service providing businesses (software companies). Employees' performance is key factor in meeting their objectives. Career development programs are mainly designed with a vision to strengthen the required skills for the employees from short and long aspects and responsibilities.

2. Analysis

Study was conducted on employers and employees separately. First organizations were selected and then employees and employers both were requested to provide their inputs. So, data from employees and management of the same organization can be verified in the same context. 218 employees' data was collected with Cronbach value of .894. 18 employers' data was collected with Cronbach value of 0.707. Cronbach values of both datasets show that quality representation of the data is strong and supports reliability of the data by 89% and 71% for the employers and employees respectively.

Following are the factors of career development practices for employees in small IT companies:

- Opportunities in Organisation

- Trainings & Learning

- Growth

- Efficiency & Productivity

- What attract employee most

- What is most important for an employees

- Management Values & Organisation Practice

- Employee Values

Factors affects organization productivity in small IT companies

- Employee Productivity

- Employee Skills

- Employee Stability

- Employee Utilization

- Client Satisfaction

- Employee Motivation/Satisfaction

- Employee Integrity

- Leadership Development

Two sets of survey questions were prepared i.e. one for employees and one for employers. Questions were categorized based on similarity. Details of both questionnaires is given below;

2.1. Questions for Employees

Main aim of developing this questionnaire for employee is to understand what do employees think about career planning, what benefits them. Responses were on scale of 5 as following:

- Strongly Agree - 1

- Agree - 2

- Can't Say - 3

- Disagree - 4

- Strongly Disagree - 5

Table 1: Descriptive Statistics Table of Factors

Item Statistics			
Parameters	**Mean**	**Std. Deviation**	**N**
Do you get enough opportunities to grow/develop your career in current company?	1.45	0.623	218
Does your company provide you enough learning opportunities?	1.44	0.644	218
Does your company provide internal/external trainings to help you learn new things?	1.95	0.793	218
Do these trainings help you with your career development?	1.58	0.773	218
Do your efficiency and productivity increase after attending these trainings?	1.57	0.802	218
Do these trainings help you in getting promotion or higher position?	1.67	0.902	218

Question	Mean	SD	N
After training, are you more confident in taking new responsibilities in company?	1.71	0.716	218
"New learning's" have helped you in increasing your efficiency/productivity?	1.79	0.498	218
"New technical skills" have helped you in increasing your efficiency/productivity?	1.35	0.568	218
"New technical skills" have helped you in taking more challenging roles, which give you more satisfaction?	1.35	0.566	218
"New responsibilities" have helped you in increasing your efficiency/productivity?	1.61	0.615	218
"Trust of management" motivates you to put extra efforts in work and do your best for company?	1.53	0.553	218
"Trust of management" has increased our confidence, which helped you in higher efficiency/productivity?	1.39	0.567	218
"New learning's from seniors and environment" have helped you in increasing your efficiency/productivity?	1.51	0.594	218
Money attracts you most in your job ?	1.92	0.962	218
"Stability" attracts you most in your job ?	1.48	0.528	218
Position attracts you most in your job ?	1.82	0.866	218
Respect / Value in company attracts you in your job ?	1.4	0.528	218
Money is very important for you in professional career ?	1.46	0.732	218
"Stability" is very important for you in professional career?	1.31	0.484	218
"Position" is very important for you in professional career?	1.43	0.65	218
"Respect/Value in company" is very important for you in professional career?	1.27	0.485	218
"Location of job" is very important for you in professional career?	1.97	0.882	218
Does your company follow some sort of development processes/best practices?	1.72	0.606	218
Do you get enough opportunities to interact with client?	2.09	0.645	218
Do you understand clients' business value, ethics and policies very well?	1.6	0.653	218
Do you get enough opportunities to understand full life cycle of a project?	1.65	0.717	218
Does your company motivate you to spend your free time in *exploring latest technologies* or *new learnings* ?	1.6	0.714	218

2.2. Questions for Management

Main aim of developing this questionnaire is to understand the effect on company's performance/ productivity when companies' plan career development of employees.

Following data is captured in part A of the form: Email Id, Organisation Name, Organisation owner, Contact and Address information of organization etc. Responses were on scale of 5 as following:

- Strongly Agree - 1
- Agree - 2
- Can't Say - 3

- Disagree - 4
- Strongly Disagree - 5

Following questions were asked to employers in survey questionnaire:

One-Sample Statistics				
PARAMETERS	N	Mean	Std. Deviation	Std. Error Mean
Is planning career development of employees' important for your organization ?	18	1.17	.383	.090
Is your management always enthusiastic to discuss the employee's career goals?	18	1.59	.507	.123
Does your company identify the productive employees?	18	1.71	.588	.143
Does your company identifies the competencies of employees?	18	1.53	.514	.125
Did employees gain (acquire) new skills out of these training ?	18	1.41	.507	.123
Are employees able to accept (take) new responsibilities after these trainings?	18	1.59	.507	.123
Does your management allows the employees to take decisions?	18	1.82	.393	.095
Our organisation provides on the job training to prepare employees for next level of role	18	1.71	.470	.114
Did you achieve the desired (expected) output from these training ?	18	1.88	.332	.081
Does organisation save cost for *acquisition of new skills* with help of these training ?	18	1.88	.485	.118
Does organisation save cost by training the staff instead of hiring new employees from outside?	18	1.65	.493	.119
Does organisation prevent redundancy by training existing staff instead of hiring new employees ?	18	1.76	.752	.182
Does same staff members take less time to complete the work after the training (more productive) ?	18	1.82	.393	.095
Does it increase employees' satisfaction level?	18	1.53	.624	.151
Would new employee be equally efficient in your company as one of your long time retained employee ?	18	3.59	.507	.123
Does new employee cost more than retaining an employee (existing) of same skills/experience ?	18	1.88	1.111	.270
Do you trust new employee equally as an existing employee?	18	2.76	1.033	.250
Is it easier for new employee to meet client's expectation?	18	3.06	.659	.160
Is it easier for new employee to learn clients' business value, ethics and policies?	18	2.71	.985	.239

Is it easier for new employee to start following client's process without making mistakes?	18	3.12	1.111	.270
Is it easier for new employee to build historical knowledge (go through all historical discussions/learnings/mistakes) quickly?	18	3.47	.624	.151
Are clients more comfortable with existing people (your employees) they have been working with instead of new joiners?	18	1.88	.928	.225
Does an existing employee understand client expectation better than new one?	18	1.65	.493	.119
Is it easy to find a replacement of an employee (when someone is leaving)?	18	4.24	.437	.106
Do you increase salary of employees at regular frequency?	18	1.65	.493	.119
Do you increase salaries based on the new skills, new responsibilities, new roles they have taken over during the period?	18	1.94	.243	.059
Do employees justify the increase in cost by increasing their working productivity?	18	2.06	.429	.104
Would you replace employee with juniors instead of increasing their salaries?	18	4.29	.470	.114
Does your management maintain the list of more qualifiers in the company?	18	2.00	.354	.086
Does your company has ongoing assessment of employees?	18	2.00	.000[a]	0.000
Does your company pay according to employees' performance?	18	1.65	.606	.147
Overall is it cost effective and trust worthy to upgrade existing employees instead of hiring new employees?	18	1.59	.507	.123
Would you like to retain a performing employee for another 5 years or more?	18	1.41	.507	.123
Does employee retention increase productivity of your organisation?	18	1.82	.809	.196
Does employee retention increase overall profitability of your organisation?	18	1.88	.857	.208
Are employees working in your organisation for longer period more productive than others?	18	2.00	.354	.086
If old employees leave your company, would it increase burden on you and you will become a bottleneck in progress of projects?	18	2.00	1.061	.257

3. Conclusion

Following tables show cross verification of employee and employer's data and analyse each verification. Data is mapped such that anything employee agrees to, what does employer think about that and conclusion how does it benefits the company.

S. No.	Employee Parameters	Mean	Employer Parameter	Mean	Comments
1	Does your company provide you enough learning opportunities?	1.44	Overall is it cost effective and trust worthy to upgrade existing employees instead of hiring new employees?	1.59	Companies realise that upskilling will increase their efficiency and profit so they provide opportunities to employees.

2	Does your company provide internal/external trainings to help you learn new things?	1.95	Did staff acquire new skills out of these training?	1.41	Organisations agree that employees acquire new learnings and hence they plan/provide trainings.
3	Do your efficiency and productivity increase after attending these trainings?	1.57	Does same person take less time to complete the work after the training (more productive)?	1.82	Employees' responses show that their efficiency and productivity have increased after attending these trainings. Employers also believe that an employee takes lesser time to complete his/her work after training.
4	"New technical skills" have helped you in increasing your efficiency / productivity?	1.35	Did staff acquire new skills out of these training?	1.41	Employees agree that news skills have increased their efficiency and productivity. Management reckons that staff acquired new skills with from trainings they have arranged. Management also agree that people take lesser time to complete same work after training.
			Does same person take less time to complete the work after the training (more productive)?	1.82	
5	"New technical skills" have helped you in taking more challenging roles, which give you more satisfaction?	1.35	Does it increase employees' satisfaction level?	1.53	After taking trainings, employees believe they are able to handle more challenging work. With variety of work/role employees are satisfied, which is visible from both employee and employers' responses.
6	Do these trainings help you in getting promotion or higher position?	1.67	Our company provides on the job training to prepare employees for next level of role	1.71	Companies' data shows that they prepare/want employees to be ready for next level by getting experience on job along with seniors. Employees also believe that it helps them in getting promotion.
7	After training, are you more confident in taking new responsibilities in company?	1.71	Are staff members able to take new responsibilities after these trainings?	1.59	Employees and employer both agree that these trainings help them to get new responsibilities in their company.
8	Do these trainings help you with your career development?	1.58	Did you achieve the expected output from these training?	1.88	Companies are achieving their goals by these trainings and employees have also been benefitted with the same.
9	"New learning's" have helped you in increasing your efficiency/productivity?	1.79	Does organisation save cost by training the staff instead of hiring new employees from outside?	1.65	Companies believe if they hire new employee, it will be more expensive than training an existing employee for any profile. New employee will take time to get familiar with system, projects, clients etc and in IT companies' deadlines are so critical that companies can't afford such changes. Also, if employees are more efficient and productive then it supports employers' decision.
10	"Trust of management" has increased our confidence, which helped you in higher	1.39	Do you trust new employee equally as an existing employee?	2.76	Employers can't trust a new employee equally how they trust their existing employees working for some time.

	efficiency/productivity?				Employees also think if management trusts them then they feel more confident. This confidence definitely helps in better project deliveries and smooth business. Clients like such people to work for them.
11	"New learning's from seniors and environment" have helped you in increasing your efficiency/productivity?	1.51	Does organisation save cost by training the staff instead of hiring new employees from outside?	1.65	Employees learn from positive environment and they perform better. Employers also think it saves them money if they train staff instead of hiring new people.
12	"Trust of management" motivates you to put extra efforts in work and do your best for company?	1.53	Overall is it cost effective and trust worthy to upgrade existing employees instead of hiring new employees?	1.59	Companies trust performing people and upgrade their skills and it motivates employees and they put extra efforts and they do their best for the company. In nut shell, company does smooth and more business with such people.
13	"New responsibilities" have helped you in increasing your efficiency/productivity?	1.61	Do you increase salaries based on the new skills, new responsibilities, new roles they have taken over during the period?	1.94	When employees are assigned new responsibilities then they accept the challenge and perform with extra efforts, it keeps them motivated as well. So higher efficiency.
14	"Respect/Value in company" is very important for you in professional career?	1.27	Does your management allow the employees to take decisions?	1.82	Employees want more value and respect in their job in addition to other things. Management also allows employees to take decision because it is more beneficial for company as there is lesser hierarchy and resources can work independently.
15	"Respect/Value in company" attracts you in your job?	1.4	Overall is it cost effective and trust worthy to upgrade existing employees instead of hiring new employees?	1.59	
16	"Stability" is very important for you in professional career?	1.31	Does employee retention increase productivity of your organisation?	1.82	Employees want stability in their career and employers believe people who stay for longer period have better productivity. And with higher productive people, it increases profitability of company.
			Does employee retention increase overall profitability of your organisation?	1.88	
17	"Stability" attracts you most in your job?	1.48	Does new employee cost more than retaining an existing employee of same skills/experience?	1.88	
			Are employees working in your organisation for longer period more productive than others?	2.00	
18	"Position" is very important for you in professional career?	1.43	Our company provides on the job training to prepare employees for next level of role	1.71	Position/profile is key aspect for any employee as it defines the path of their future.
19	"Position" attracts you most in your job?	1.82	Do you increase salaries based on the new skills, new responsibilities, new roles employees have acquired during the review period?	1.94	Companies also believe it is more beneficial to upgrade (train and promote) an existing employee instead of hiring a new employee. Companies also increase salaries based new responsibilities, roles and skills.

20	"Money" is very important for you in professional career?	1.46	Do you increase salary of employees at regular frequency?	1.65	Money attracts everyone and so employees. Management also believe they pay as per employees' performance and they revise it at regular interval. This investment on employees would keep them satisfied hence better results for company.
21	"Money" attracts you most in your job?	1.92	Does your company pay according to employees' performance?	1.65	
22	"Location of job" is very important for you in professional career?	1.97			Companies are providing work from home these days and I believe it will **continue for performing employees**. So, employees can work from a location of their preference.
23	Does your company motivate you to spend your free time in "exploring latest technologies" or "new learnings"?	1.6	Does company prevent redundancy by training existing employees instead of hiring new staff?	1.76	Employees agree that their companies want them to invest their available time in new learning / new technologies. If company is providing such options, then they will need to hire lesser resources over a period for new tech. Their resources will be able to do multiple technologies and better quality of work output.
24	Do you get enough opportunities to understand full life cycle of a project?	1.65	Are clients more comfortable with existing people (your employees) they have been working with instead of new joiners?	1.88	A new joiner will take time to understand project life cycle and develop a good understanding with client.
25	Do you understand clients' business value, ethics and policies very well?	1.6	Is it easier for new employee to learn clients' business value, ethics and policies?	2.71	Employers believe a new employee makes more mistakes in handling client or following their processes. Employees believe their company follow best practices and processes. It means, retained employee will make lesser mistakes hence a happy client.
26	Does your company follow some sort of development processes/best practices?	1.72	Is it easier for new employee to start following client's process without making mistakes?	3.12	
27	Do you get enough opportunities to interact with client?	2.09	Does an existing employee understand client expectation better than new one?	1.65	

It is clearly visible from data that employees are more productive/efficient when they are more satisfied i.e. when they get chance to learn new skills, when they get new responsibilities, when they get salary hikes and promotions timely etc. They are concerned about their career development including upskilling, higher pay, respect/value, position, working profile etc. If organizations take care of these things, then these employees not only do more work rather, they stay for longer in company and this results in higher productivity/more revenue and higher profit for organizations. Below tables shows employers perspective on the same.

Employers Parameter	Mean	Comments
Would you like to retain a performing employee for another 5 years or more?	1.41	Employers want to retain employees for longer period as it is more beneficial and cost effective for them instead of hiring new people.
Overall is it cost effective and trust worthy to upgrade existing employees instead of hiring new employees?	1.59	An existing employee has mutual understanding and level of trust, which develops over period. If employers hire a new employee, then they will need to put extra efforts for long time to reach to that comfort level and there is a risk that it may not happen ever or new employee leaves before it all settle.

Does employee retention increase productivity of your organisation?	1.82	Employers agree that employee retention increases their productivity i.e. more profit.
Does employee retention increase overall profitability of your organisation?	1.88	More profitable as trained retained employees can perform better.
Are employees working in your organisation for longer period more productive than others?	2.00	If an employee leaves, then new employee will take time and someone (generally management people) in small companies in co-ordinate and support them in settling. Management people already have enough work to handle and these things put extra efforts due to that they take time in decision making and become bottleneck in progress.
If old employees leave your company, would it increase burden on you and you will become a bottleneck in progress of projects?	2.00	
Does company save cost by training the existing team instead of hiring new people from outside ?	1.65	Employers want employees to acquire new skills and employers believe that it saves money by training the employees instead of hiring new people. Because new employee would take time to understand company culture, engineering processes, project functionality and technicality and most important is mutual understanding with client, which takes time to develop. Also, if companies would simply hire new engineer for each new skills, then there will be huge redundancy in the company. And lots of people would be sitting idle if there is no or less work in their technology. However, if staff acquired new skills, then they can work on multiple technologies and would not be sitting idle as they have knowledge of different technologies.
Does an existing employee understand client expectation better than new one?	1.65	Mutual understanding develops over the time. And this mutual understanding helps in understanding client and their expectations. Even client also listen better if they have been working with same developer and happy with his/her skills/work.
Does organisation prevent redundancy by training existing staff instead of hiring new employees?	1.76	Management would like to do so because they save cost by having people with multiple skills. If they start having different people for each technology then they will have more people sitting on bench anytime and it will impact company's utilisation.
Does same staff member take less time to complete the work after the training (more productive)?	1.82	Yes, management agrees that training helps employees to get more confidence and know inside out. It will definitely help them to do more work in given time.
Are clients more comfortable with existing people (your employees) they have been working with instead of new joiners?	1.88	It takes time to build relationship and even there is a risk if new person would have similar skills with client and would client be equally impressed with technical and communication skills of new employee.
Does company save cost for *acquisition of new skills* with help of these training?	1.88	If there is a job which needs specific skills then company needs to hire new resource(s) for that. And company may not have another project very soon after current job. If company has someone trained on it then they won't need to hire new resource as well after completion of job, employee can move to their existing technology.
Does new employee cost more than retaining an existing team member with similar skills / experience?	1.88	Management agree that hiring new employee is costlier than retaining. When any employee changes the job, they expect a decent hike (30% to 100%) on their salaries. It is always cheaper for companies to retain their employees. Employees, they can trust, employees who have good bonding with client and have good skills.
Do you trust new employee equally as an existing employee?	2.76	Of course, it takes time to build trust. And without trust management won't be able to handover all the responsibilities to new employee. Not a very healthy situation from work and client's perspective.
Is it easier for new employee to learn clients' business value, ethics and policies?	2.71	A new employee will take time to build relationship with client. It needs time to learn and follow client's process. Would not be easier to meet client's expectations straight away. And there is a risk that none of these happen ever. Management's response shows it.
Is it easier for new employee to meet client's expectation?	3.06	
Is it easier for new employee to start following client's process without making mistakes?	3.12	

	3.47	Most employers agree that new employee will take time to adjust and build knowledge, which is costly affaire in comparison to retaining an existing employee.
Is it easier for new employee to build historical knowledge (go through all historical discussions/learnings/mistakes) quickly?		
Would new employee be equally efficient in your organisation as one of your long time retained employee?	3.59	New person will take time and no one is sure how new employee will perform. Small companies always have budget constraint so they can not hire employees from top institutions like IITs etc.
Is it easy to find a replacement of an employee (when someone is leaving)?	4.24	Employers face difficulties to find suitable replacement. It costs more, it takes time, new person may not perform equally and understanding of employee with project and client. There are risks associated.

And hence they take following actions:

Employers Parameter	Mean	Analysis
Do you increase salary of employees at regular frequency?	1.65	Employers increase their salaries time to time to match market norms.
Does your company pay according to employees' performance?	1.65	They ensure high performing employees are paid accordingly, which motivates staff to perform better all the time.
Do you increase salaries based on the new skills, new responsibilities, new roles they have taken over during the period?	1.94	Companies want their staff to acquire new skills, take more responsibilities and work in different roles.
Does your management maintain the list of more qualifiers in the company?	2.00	Companies pay more attention/focus on performing employees and some companies even have fast track for such employees.
Does your company has ongoing assessment of employees?	2.00	All the companies assess their employees' performance in very managed way once or twice a year minimum based on their appraisal cycles. Ad-hoc assessment happens more frequently.
Would you replace employee with juniors instead of increasing their salaries?	4.29	Companies don't want to lose their experience employees at the cost of salary.
Is planning team's career development important for your company ?	1.17	Employers agree that it is important to plan their team's career development.

Concluding this work, it can be thus said that Career development of employees in IT companies improve company's productivity in the study area, 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. Hence, we can finally conclude that the above study has achieved its goal of evaluating the position of career development program in increasing the organization's productivity in IT companies.

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