**ANALYSIS OF CAREER DEVELOPMENT OPPORTUNITIES IN IT SECTORS IN RAJASTHAN**

**Abstract**

Career development programs are gaining significance as a stimulus that drive 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 tool 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. Thus the field has attracted many academicians to focus on the effect of these career development programs for investigating employee as well as employer perception regarding these career development programs and factors associated with it. The present research is thus performed for finding out the employees’ and employers’ attitude towards effect of career development programs in small scale IT companies. The implication of the research will be helpful for the HR department and the policy makers to be able to strategize to respond to the employee growth demands and also enable them to understand the underlying factors thereon.

**Keywords: ANOVA Test, IT companies, KMO, Barlett test**

**1.0 INTRODUCTION**

Employee satisfaction and organization productivity is imperative for every business’s sustainability and survival. The small scale IT industry is struggling to fight high raised competition due to the emergence of numerous new players in the sector. In this global world to gain a competitive advantage all IT sector players are focusing their potential in providing best quality products to their clients to sustain the competition imposed by the new entrants and this can be successfully gained through skilled and satisfied employees. [1]Recent studies suggest that career development programs have a positive effect on employee’s efficiency. Also due to the increase in awareness among employees and company management about career development and its impact on organization productivity it becomes crucial for the IT companies to frame and implement suitable career development programs. Hence investigation needs to be done on how to fulfil these continually increasing significance and expectations of career development programs and satisfy the employees through it.

Small scale- IT sector holds tremendous future prospects and many industry experts believe that the career development programs in these IT companies will certainly explore in a positive direction for the betterment of both employees as well as organizations. For achieving the objectives of an organization, it must endeavour to align employees’ personal career goals along with organizational productivity goals. For this purpose organizations need to framesuitable strategies for developing a workforce with the necessary career development goals.[2] Providing career development opportunities serve several key benefits to organization and employees.

The present study named as "A study of employee career development and its impact on organization productivity in IT sector SSIs”, intended to investigate how the career development programs and policies in organization can influence organization productivity in small scale IT companies. Career development has evolved in relation to organization productivity in small scale IT companies in Jaipur and Delhi NCR region of Indiaand the factors and impact level is analyzed using different tests and research analysis. For achieving the objectives of the study Jaipur and Delhi NCR region of Rajasthan has been selected for data collection and analysis.[3]

Further, questions are designed to elicit qualitative responses from respondents (employee and employers) about their perception, satisfaction and the awareness and expectation from the career development policies and programs in Enhancing and providing employee satisfaction and employee performance that will further lead to increasing the growth of organization productivity in small scale IT companies. Hence both qualitative and quantitative methods are used for collecting and interpreting the data and the analysis is performed and presented carefully in a systematic way.[8]

**2.0 Literature Review:** The author led an investigation on the connection between information the executives and vocation improvement among IT experts. The thoughts were that, to address the new difficulties and holding great workers, associations ought to need to build up the information the board practices to improve mindfulness with respect to vocation advancement, sharing information in regards to profession plans, profession guiding, from the earliest starting point of their professions. It was discovered that absence of preparing and absence of information sharing is the principle social boundary among information the executives, and data over-burden is a major issue for the maintenance of information. In this way, they discover that most significant elements that are identified with the information the board and vocation improvement are Promotion and expert specialization that can be influenced.[4,5]

An examination directed by author framed that worker work fulfillment is subject to profession improvement openings in their individual associations in the financial area. It very well may be commonly inferred that financial part in Karachi is giving vocation improvement openings. Representatives concurred they may leave their association on the off chance that they feel absence of profession improvement exercises.[6]

The author led an investigation in Ghana in one of the telecom organization (Vodafone), found that workplace and vocation improvement openings essentially influence representative maintenance. In addition, it was recognized that profession advancement openings likewise showed a solid sign for maintenance. Subsequently, it is suggested that administration of the association give advancement chances to build representatives' vocation development and to make them fulfilled to stay in the association with an example size of 142 workers speaking to 10% of the objective populace of 1420.[9]

The target of the examination study was to set up the connection between profession advancement openings and representative maintenance. It can be noticed that 8.8% of the respondents emphatically concurred that their professions were developing with their present associations, with 29.4% consenting to the announcement. In any case, 39% didn't know whether their profession was developing or not, with 18.4% differing and 4.4%, firmly differing that their vocation is developing with their association. Ruler (2005), prompts that associations should bolster representatives to make long haul promise to them through expanded preparing and advancement programs.[7,11]

The investigation led by author on effect of T&D on representative execution concerning retail banking part of India, analyzed the impact of preparing on execution. By presenting additionally preparing programs in the association workers become intrigued to get more information about their occupations which in the long run causes them in getting advancements among their companion gatherings. Since preparing has huge impact on worker's work duty and execution, it is imperative to fortify and apply preparing as a feature of authoritative plans in accomplishing hierarchical objectives.[8]

**3.0 Methodology:**

Collected data is tabulated and analysed for meeting the objectives of the research and are presented systematically in different parts of the research. The present research is framed to analyse the collected data for finding the significant difference among various age groups of employees and their perception about the career development **Opportunities in Organisation** and its impact on organization productivity in IT sector and factors of career development.

The study makes use of different kind of statistical tools and analysis applied over the questionnaire like “descriptive statistics, Frequency distribution, One-Sample test, Anova and, KMO and Barlett test and others. The reliability of data captured through entire questionnaires was measured through Cronbach's alpha (α) reliability test”.[10]

Hypothesis: “Reliability of collected data was measured by Cronbach’s alpha (α) analysis, which is a commonly used method where alpha coefficient values range between 0 and 1 with higher values indicating higher reliability among the indicators. According to this analysis, the captured data was up to mark and can be used for further analysis”.

Researcher has selected 218 employees of small scale IT companies of Jaipur and Delhi NCR region as sample population. The employees sample includes employees from all levels and of all type. These questionnaires were given to the respondents on the basis of convenience sampling method, where the researcher gave personal attention to all those respondents who can fill the questionnaire systematically. All these questions further analyse the relationship between the demographic variables of employees such as Gender, age, marital status, etc. with independent variables of factors of career development in small scale IT companies. The discussion and interpretations of results obtained after the analysis of some parts and sections of the questionnaire is given below;

**3.1 Analysis for Questionnaire for Employees**

**Part A (Demographic profile)**

This part analysed the data collected about the age, marital status, educational qualification, gender etc. of the employees.

Further from Frequency tables 1.1 and graphs 1.1 shows the results of the analysis done over the data collected about the demographic profile of the respondents. Results obtained from this analysis shows that the sample respondents are young age group of less than 30 years who are qualified and holding B Tech (computer science) and MCA among them most of the employees are working in Anktech SoftwaresPvt. Ltd.

**Table: 1.1- Frequency table of Age**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Age** | | | | | |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 20-25 years | 72 | 33.0 | 33.0 | 33.0 |
| 25-30 years | 98 | 45.0 | 45.0 | 78.0 |
| 30-35 years | 42 | 19.3 | 19.3 | 97.2 |
| 35-40 years | 6 | 2.8 | 2.8 | 100.0 |
| Total | 218 | 100.0 | 100.0 |  |

**Source: Primary Data**

**Graph: 1.1- Frequency Graph of Age**

**Source: Primary Data**

Above Table and Graph shows the data tabulated for the age of the respondents. The collected data represents that 33% belongs to 20-25 years of age group, 45% are from 25-30 years, 19% are coming under 30-35 years of age group and 2% are from 35-40 years of age group. Thus the sample respondents are mostly from young age group of less than 30 years that will give results that can be applied to young groups effectively.

**Table: 1.2- Frequency table of organization**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **A7** | | | | | |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Anktech Softwares Pvt. Ltd. | 78 | 35.8 | 35.8 | 35.8 |
| Cohaesus | 2 | .9 | .9 | 36.7 |
| Componence Portal Services Pvt. Ltd. | 29 | 13.3 | 13.3 | 50.0 |
| Modular | 1 | .5 | .5 | 50.5 |
| Owebest Technology Pvt. Ltd. | 43 | 19.7 | 19.7 | 70.2 |
| Planetweb Solution Pvt. Ltd. | 38 | 17.4 | 17.4 | 87.6 |
| Softserv Solutions Pvt. Ltd. | 23 | 10.6 | 10.6 | 98.2 |
| Strawberrysoup | 3 | 1.4 | 1.4 | 99.5 |
| Other | 1 | .5 | .5 | 100.0 |
| Total | 218 | 100.0 | 100.0 |  |

**Source: Primary Data**

**Graph: 1.2- Frequency Graph of Organization**

**Source: Primary Data**

Above Table and Graph shows the organization wise classification of respondents. From data it is clear that 35.8% of respondents are from Anktech Softwares Pvt. Ltd., 19.7% are from Owebest Tech2logy Pvt. Ltd., 17.4% are from Planetweb Solution Pvt. Ltd., Componence Portal Services Pvt. Ltd. has 13.3% and Softserv Solutions Pvt. Ltd. has 10.6%.

Next section analyses the level of Agreement towards the career development of programmer level employees for improving organizational productivity from table 4.10. Results here display that mean value is highest for B16 “Do these trainings help you in getting promotion or higher position?” and B21 for "New technical skills" have helped you in increasing your efficiency/productivity? And minimum for B25 "Trust of management" has increased our confidence, which helped you in higher efficiency/productivity?  And B 15 Do your efficiency/productivity increase after attending these trainings.

Also from results we have there are eight factors extracted that contribute towards career development opportunities viz. career development, training and learning, growth, efficiency and productivity, what attracts employee most, what is most important for an employee, management values and organization practices and employee values.

**ANALYSIS OF SECTION B OF QUESTIONNAIRE**

This section is presented to perform a careful analysis over the section of the questionnaire which is framed for analysing the level of Agreement towards the career development of **programmer level employees for improving organizational productivity**. For this purpose following hypothesis is framed and tested;

**H01: Career development of programmer level employees improve organization’s productivity in small IT companies**

**H11: Career development of programmer level employees do not improve organization’s productivity in small IT companies**

**Table 1.3: Descriptive Statistics Table of Factors**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Item Statistics** | | | |
| **Variables** | **Parameters** | **Mean** | **Std. Deviation** | **N** |
| B11 | Do you get enough opportunities to grow/develop your career in current company? | 1.45 | .623 | 216 |
| B12 | Does your company provide you enough learning opportunities? | 1.44 | .645 | 216 |
| B13 | Does your company provide internal/external trainings to help you learn new things? | 1.95 | .797 | 216 |
| B14 | Do these trainings help you with your career development? | 1.58 | .774 | 216 |
| B15 | Do your efficiency/productivity increase after attending these trainings? | 1.26 | .568 | 216 |
| B16 | Do these trainings help you in getting promotion or higher position? | 2.99 | 1.342 | 216 |
| B19 | After training, are you more confident in taking new responsibilities in company? | 1.57 | .804 | 216 |
| B20 | "New learning’s" have helped you in increasing your efficiency/productivity? | 1.67 | .904 | 216 |
| B21 | "New technical skills" have helped you in increasing your efficiency/productivity? | 2.44 | 1.869 | 216 |
| B22 | "New technical skills" have helped you in taking more challenging roles, which give you more satisfaction? | 1.71 | .716 | 216 |
| B23 | "New responsibilities" have helped you in increasing your efficiency/productivity? | 1.60 | .715 | 216 |
| B24 | "Trust of management" motivates you to put extra efforts in work and do your best for company? | 1.21 | .569 | 216 |
| B25 | "Trust of management" has increased our confidence, which helped you in higher efficiency/productivity? | 1.26 | .666 | 216 |
| B26 | "New learning’s from seniors and environment" have helped you in increasing your efficiency/productivity? | 1.35 | .566 | 216 |
| B28 | "Money" attracts you most in your job? | 1.35 | .568 | 216 |
| B29 | "Stability" attracts you most in your job? | 1.61 | .616 | 216 |
| B30 | "Position" attracts you most in your job? | 1.51 | .594 | 216 |
| B31 | "Respect/Value in company" attracts you in your job? | 1.91 | .953 | 216 |
| B32 | "Money" is very important for you in professional career? | 1.48 | .528 | 216 |
| B33 | "Stability" is very important for you in professional career? | 1.82 | .868 | 216 |
| B34 | "Position" is very important for you in professional career? | 1.40 | .528 | 216 |
| B35 | "Respect/Value in company" is very important for you in professional career? | 1.45 | .714 | 216 |
| B36 | "Location of job" is very important for you in professional career? | 1.31 | .483 | 216 |
| B39 | Does your company follow some sort of development processes/best practices? | 1.97 | .886 | 216 |
| B40 | Do you get enough opportunities to interact with client? | 1.53 | .553 | 216 |
| B41 | Do you understand clients' business value, ethics and policies very well? | 1.38 | .567 | 216 |
| B42 | Do you get enough opportunities to understand full life cycle of a project? | 1.72 | .607 | 216 |
| B43 | Does your company motivates you to spend your free time in "exploring latest technologies" or "new learnings"? | 1.61 | .653 | 216 |

Above table gives the representation of descriptive statistics of the data collected. Complete details for all the variables (parameters) like their mean, standard deviation and variance for the collected data is presented here. Mean value is highest 2.99 for B16 “Do these trainings help you in getting promotion or higher position?” and B21 2.44 for "New technical skills" have helped you in increasing your efficiency/productivity? and minimum 1.26 for B25 "Trust of management" has increased our confidence, which helped you in higher efficiency/productivity? And B 15 Do your efficiency/productivity increase after attending these trainings? (1.26).

Conclusion: This paper was designed to evaluate the viewpoint of employees as well as employers regarding the impact of career development programs on organization productivity with special reference to the selected small scale IT companies of Jaipur and Delhi NCR. This will further assist in examining the implications of career developmentas a factor leading to growth of training and development for employees of IT companies with the help of various analysis and research.

The research was aimed analysing the career growth of employees and it future prospects as well. Researcher has framed two systematic and structured questionnaires to be filled in by the employees and employers that hold various different parts for the purpose of achieving the research objectives. The questionnaires were presented for collecting the required data which was then analysed using several statistical tools and hence results were obtained.

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