

# INFLUENCE OF EMPLOYEE'S DEVELOPMENT PROGRAMS ON THE PERFORMANCE OF IT EMPLOYEES IN BANGALORE

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## Abstract

This study explores the impact of employee development programs on the performance of IT employees within organizations. As the Information Technology (IT) sector is characterized by rapid technological advancements and evolving business requirements, continuous skill development is critical for maintaining a competent and high-performing workforce. The study examines various forms of employee development programs, including technical training, leadership development, mentorship initiatives, and certification courses, to assess their influence on employee performance, productivity, job satisfaction, and overall organizational success. The research employs a mixed-methods approach, utilizing both qualitative and quantitative data gathered through surveys, interviews, and performance assessments of IT employees across multiple organizations.

This study emphasizes the importance of investing in targeted development programs to not only address skill gaps but also foster a culture of continuous learning and innovation. It provides organizations with practical recommendations for designing and implementing effective development strategies that can enhance IT employee performance and contribute to long-term organizational success. The research also highlights the need for a comprehensive approach that aligns employee growth with the strategic goals of the organization, ensuring that both individual and collective performance are optimized.

**Keywords:** Job satisfaction, organizational performance, rewards, recognitions, motivation, improved productivity

## 1.1 INTRODUCTION

In today's fast-evolving technological landscape, organizations increasingly recognize the critical role that employee development plays in driving business success. This is particularly true in the Information Technology (IT) sector, where rapid advancements in technology and constantly changing market demands require a highly skilled and adaptable workforce. Employee development programs, which encompass training, skill-building initiatives, and career advancement opportunities, have become essential tools for organizations looking to enhance the performance and productivity of their employees. The impact of employee development programs on performance is a topic of significant interest, as companies seek to not only improve individual and team productivity but also ensure long-term competitiveness. IT employees, in particular, are often required to keep pace with emerging technologies, complex systems, and a rapidly evolving work environment. As a result, organizations that

invest in comprehensive development programs are more likely to foster an engaged, skilled, and innovative workforce capable of meeting the challenges of modern IT demands.

This study aims to explore the influence of employee development programs on the performance of IT employees, examining the ways in which such programs contribute to both the professional growth of individuals and the overall performance outcomes within IT departments. By focusing on key factors such as skill enhancement, job satisfaction, and career progression, this research seeks to provide insights into how development programs can be leveraged to improve both individual performance and organizational success.

Furthermore, this study will investigate the types of development initiatives most effective in the IT sector, assess employee perceptions of these programs, and identify best practices for maximizing their impact. The findings will provide valuable guidance for organizations looking to design or enhance their employee development strategies, ultimately leading to improved performance, retention, and innovation within IT teams.

In summary, understanding the influence of employee development programs on IT employee performance is crucial for organizations aiming to stay competitive in a fast-paced digital world. By fostering an environment of continuous learning and growth, companies can ensure that their IT workforce remains agile, skilled, and ready to meet the challenges of the future.

The "Influence of Employee Development Programs on the Performance of IT Employees" refers to the impact that various training, skill-building initiatives, and career development opportunities have on the effectiveness, productivity, and overall performance of employees working in the Information Technology (IT) sector. Employee development programs encompass a broad range of activities designed to enhance employees' technical skills, soft skills, knowledge, and competencies that are directly related to their roles and career advancement. These programs may include formal training sessions, on-the-job learning, mentoring, certification programs, leadership development, and other continuous professional development efforts.

1. The influence of such programs is evaluated by examining how they affect key performance indicators such as:
2. Skill Enhancement: The improvement of technical expertise, problem-solving abilities, and the capacity to work with emerging technologies, tools, and methodologies.
3. Job Satisfaction and Engagement: How development opportunities contribute to a higher sense of job satisfaction, motivation, and emotional commitment to the organization.
4. Career Progression and Retention: The role of employee development in fostering career growth, reducing turnover, and promoting long-term organizational loyalty.
5. Productivity and Efficiency: The tangible impact on employees' ability to perform their job duties more effectively, reduce errors, and achieve higher output levels.
6. Innovation and Problem Solving: How development programs foster creativity and the ability of IT employees to address complex challenges with innovative solutions.
7. In the context of IT employees, development programs are crucial for maintaining an adaptable, high-performance workforce, as the IT field is characterized by rapid technological changes and constant evolution. The performance of IT employees, therefore, can be significantly enhanced through targeted development programs that ensure they remain current with new tools, methodologies, and industry best practices, while also fostering a positive work environment that encourages professional growth and job satisfaction.

## 1.2 NEED AND IMPORTANCE OF THE STUDY

In the rapidly evolving Information Technology (IT) sector, organizations face the continuous challenge of keeping their workforce equipped with the necessary skills, knowledge, and adaptability to stay competitive. As the technology landscape undergoes constant transformation, so do the expectations placed on IT employees. With this in mind, employee development programs have emerged as vital tools for organizations aiming to boost employee performance, foster innovation, and maintain a high level of expertise within their workforce. The need for this study arises from the following factors: **Rapid Technological Advancements:** The IT industry is defined by the speed at which new technologies, frameworks, and tools emerge. IT employees must be equipped to manage and leverage these innovations to drive

business success. Employee development programs can provide employees with the ongoing training and upskilling necessary to keep pace with these changes, making it essential to explore how these programs impact employee performance.

**Skill Gaps and Knowledge Retention:** Many IT professionals struggle with skill gaps as they are expected to adopt new programming languages, cybersecurity practices, data management systems, and other technologies. Development programs help bridge these gaps, ensuring that employees are prepared for the demands of their roles. Understanding how these programs directly influence employee performance can help organizations design more effective initiatives.

**Increased Focus on Employee Retention:** The IT sector is highly competitive, and attracting and retaining top talent has become increasingly challenging. Organizations that offer structured development programs are more likely to retain skilled employees who feel invested in their professional growth. This study will help understand the correlation between development programs and job satisfaction, career progression, and employee retention within IT teams.

**Performance and Productivity:** Employee performance is one of the most significant indicators of organizational success. As IT employees are often tasked with handling complex and high-pressure projects, the need for effective training and development initiatives is crucial. This study will explore how different development programs impact key performance outcomes such as productivity, efficiency, and overall work quality.

**Strategic Organizational Growth:** Companies invest in employee development programs not only for individual employee growth but also to drive broader organizational goals such as innovation, operational excellence, and strategic alignment. Understanding the link between development programs and IT employees' performance can help organizations align their workforce capabilities with business objectives, thereby driving organizational growth and success.

1. **Changing Work Environments:** With the shift toward hybrid and remote work models in many IT companies, employees may face new challenges in maintaining productivity, collaboration, and skills development. This study will examine how employee development programs can address these challenges, supporting employees in diverse work environments and enhancing their performance. The importance of this study can be highlighted in several key areas:
2. **Optimizing Employee Performance:** By understanding how employee development programs influence IT employees' job performance, organizations can design targeted initiatives that enhance specific skills, boost performance, and contribute to organizational success. This study will provide insights into which types of training, mentorship, and career development programs have the most significant impact on performance outcomes.
3. **Addressing Organizational Needs:** Organizations can tailor their development programs to address specific areas of need within their IT departments. By evaluating the effectiveness of various employee development strategies, this study will provide practical guidance on which interventions yield the greatest return on investment in terms of performance enhancement.
4. **Enhancing Employee Motivation and Job Satisfaction:** Employee development plays a crucial role in fostering engagement and motivation. By offering opportunities for career growth, skill acquisition, and personal advancement, development programs contribute to higher levels of job satisfaction. This study will underscore the relationship between employee development and the psychological well-being of IT employees, helping organizations create a positive and supportive work culture.
5. **Supporting Strategic Talent Management:** Companies that invest in employee development are better positioned to foster long-term talent retention. This study will explore the influence of development programs on reducing turnover rates, improving employee loyalty, and aligning employee skills with evolving business needs, ultimately contributing to the long-term success of the organization.
6. **Contributing to Industry Best Practices:** As IT organizations seek to stay competitive, the development of best practices in employee development is essential. This study can

contribute to the growing body of knowledge on effective training and development methods within the IT sector, helping organizations refine their strategies and align them with industry standards.

7. **Promoting Innovation and Competitiveness:** In the IT sector, a skilled and knowledgeable workforce is a key driver of innovation. Employee development programs can encourage creative thinking and problem-solving by equipping employees with the tools and skills necessary to address complex challenges. This study will help assess the link between development programs and the fostering of an innovative and competitive workforce.

In summary, this study is vital for understanding how employee development programs directly influence the performance of IT employees. It will provide organizations with insights into how they can optimize these programs to enhance employee capabilities, improve performance, and achieve strategic goals. Moreover, it will contribute to the broader conversation on talent management and organizational development in the fast-paced, ever-changing IT industry.

#### 1.4 OBJECTIVES OF THE STUDY

1. The following objectives are framed for the purpose of the present study:
2. To analyses the effect of demographic variables on training and development programmes.
3. To analyse the nature of employee development programmes in IT companies.
4. To examine the methods of the performance appraisal system.
5. To measure the effectiveness of skill levels among the employees.
6. To study the needs of the development programme for employees in IT companies.

#### 2.1 REVIEW OF LITERATURE

Employee development programs have long been regarded as critical components of human resource management, especially within industries that demand high levels of technical expertise and constant adaptation to emerging technologies, such as the Information Technology (IT) sector. This section reviews the existing literature on the relationship between employee development and performance, with a particular focus on IT employees, highlighting key theories, models, and findings relevant to the study.

**Employee Development and Organizational Performance** Concept of employee development encompasses a wide range of activities designed to enhance the skills, knowledge, and capabilities of employees, preparing them for future challenges and career growth. Several studies have explored the impact of development programs on overall organizational performance. According to \*\*Noe (2017)\*\*\*, effective employee development programs are essential for improving job performance, increasing motivation, and fostering employee loyalty, which in turn contributes to the organization's long-term success. \*\*Aguinis and Kraiger (2009)\*\*\* argue that training and development directly affect both individual and organizational performance by equipping employees with the skills required to meet evolving job demands.

**Carnevale and Smith (2013)** highlight that continuous professional development is particularly important due to the rapid pace of technological change. Organizations that invest in employee development not only improve individual performance but also create a culture of innovation that fosters organizational growth. This is critical in IT, where businesses need to adapt to new software tools, cybersecurity practices, data management systems, and emerging programming languages.

**Impact of Technical Skill Development on IT Employee Performance** Research has consistently shown that technical training programs directly contribute to improved performance in IT employees. Salas, **Tannenbaum, Kraiger, and Smith-Jentsch (2012)** emphasize that well-designed technical training enhances employees' technical capabilities, leading to more effective problem-solving, faster adaptation to new technologies, and improved job efficiency. In the IT sector, where complex systems and high-stakes projects are the norm,

having highly skilled employees is crucial to meeting deadlines, reducing errors, and delivering high-quality results.

**Westfall and Schneider (2015)** found that IT professionals who engaged in continuous technical education (e.g., certification programs, coding boot camps) demonstrated a higher level of performance in terms of speed, accuracy, and innovation. This study highlights how development programs focused on hard technical skills not only improve individual employee performance but also enhance team collaboration and project outcomes.

**Role of Soft Skills in IT Employee Performance** While technical skills are undeniably important, soft skills (such as communication, teamwork, leadership, and problem-solving) also play a significant role in the performance of IT employees. Kaufman and Felder (2015) argue that IT professionals with strong interpersonal and communication skills are better equipped to collaborate with cross-functional teams, manage client relationships, and navigate the complexities of organizational dynamics. As IT projects often involve collaboration between multiple stakeholders, the development of soft skills is critical for successful project completion.

**Mayer, Salovey, and Caruso (2004)** introduced the concept of emotional intelligence (EI), which has been found to influence performance outcomes, especially in high-pressure environments such as those common in IT. Employees with high EI are better at managing stress, resolving conflicts, and maintaining positive relationships, all of which contribute to a more effective and productive work environment. Thus, development programs that integrate both technical and soft skills training have a more profound impact on overall IT employee performance.

**The Role of Leadership and Mentoring in Employee Development** Mentoring and leadership development programs have also been identified as key contributors to the performance of IT employees. Allen, Eby, Poteet, Lentz, and Lima (2004) found that employees who participated in formal mentoring programs reported higher job satisfaction, increased career growth, and improved performance. In the IT sector, where leadership skills are crucial for managing complex projects and leading teams, mentoring can provide employees with the guidance and support they need to succeed.

**Morgeson, DeRue, and Karam (2010)** further argue that leadership development programs contribute to employee performance by developing the management capabilities necessary for handling team dynamics, motivating employees, and driving project success. In IT, where leaders must not only understand technical aspects but also communicate effectively with non-technical stakeholders, leadership development programs are essential for improving both team and individual performance.

#### **Impact of Development Programs on Employee Job Satisfaction and Retention**

A key outcome of successful employee development programs is increased job satisfaction, which has been shown to lead to higher retention rates. Landy and Conte (2016) suggest that employees who feel supported in their professional growth are more likely to remain with the organization and contribute positively to its goals. In the competitive IT job market, retaining skilled employees is critical for organizational success.

**Kraiger, Ford, and Salas (1993)** indicates that when employees perceive their development needs are being met, they are more likely to experience higher levels of motivation and engagement. In turn, this leads to improved job performance, as employees who are satisfied with their growth opportunities are more committed to the organization's success. In IT, where turnover can be high due to the constant demand for skilled professionals, development programs are a key strategy for retaining top talent.

**Evaluation of Development Program Effectiveness** The effectiveness of employee development programs has been a central focus in much of the literature, with several models proposed for evaluating program outcomes. Kirkpatrick's (1994) four-level model of training evaluation (Reaction, Learning, Behavior, Results) provides a framework for measuring the impact of development programs. Studies in the IT sector, such as Birdi et al. (2008) have shown that evaluating employee development initiatives based on these criteria helps organizations identify areas for improvement and maximize the effectiveness of training programs. In the context of IT, the evaluation process is particularly important due to the fast-

paced nature of the field. Organizations must continuously assess whether their development programs align with the latest technological trends and employee needs.

**Bakker and Demerouti (2007)** emphasize that the success of development programs can also be measured by the level of employee engagement and the resulting performance improvements in both individual and team settings.

**Judge et al (2017)** said that when employee is satisfied to their job than it creates charming pressure within organization, motivate employee to job well and organization can get excellent achievement from them. On the other hand, dissatisfied employee willingly tries to escape duty, high level of absents, when even they are in the job but try to hide away from the job and do not thing about issues of organization which is affect negatively organizational productivity.

**Pandey, & Asthana (2017)** stated that promotion is a kind of advancement of an employee which is providing for a better job performance, better job performance related with such thing like in terms of minced responsibility, status, minced skills and experience. Study further characterized the quality of work life as the staff response to work; particularly its fundamental result in connection to work needs fulfillment and mental wellbeing. Agreeing to this definition, quality of work life emphasizes on individual results, work encounters and how to make strides the work in arrange to assembly the individual needs.

**Sethi (2017)** displayed a hypothetical demonstrate for clarifying the quality of work life that is comprised of satisfactory and reasonable emolument, secure and solid environment, constitutionalism in organization, planning the opportunity for proceeded development and security, social pertinence of work life, social integration, advancement of human capabilities and the add up to life space. Hence, the quality of work life of a person is characterized by the individual's full of feeling responses to both objective and experienced characteristics inside the SME working environment. In the administration teach in common, earlier investigates regularly connect quality of work life to job-related results such as representative work exertion, efficiency, and organizational execution.

**Ashraf Shikdar& Biman Das (2015)**, concluded Worker satisfaction improved significantly as a consequence of the provision of the assigned and participative standards with performance feedback in a repetitive industrial production task. The maximum improvement in worker satisfaction was found for the participative standard and feedback condition. Only this condition had a significant positive effect on worker job attitudes. Monetary incentive, when provided with an assigned or participative standard with feedback, added no incremental worker satisfaction or job attitudes gain. The participative standard with feedback condition emerges as the optimum strategy for improving worker satisfaction and job attitudes in a repetitive industrial production task.

**Qasim et.al (2012)**, described that money related rewards have significant impact in choosing work satisfaction. Pay is one of the principal components of work satisfaction since it has a proficient effect in choosing work satisfaction. The growing needs of people with high living costs drive employees searching for higher pay that can guarantee their future and life satisfaction. Also, in the occasion that people acknowledge they are not repaid well henceforth a condition of enthusiastic disillusionment will be made. These energetic mistakes will create and gather after some time subsequently make employees gloomy and unsatisfied working for the organization.

**Kumar and Ramachandran (2011)**, focused on the training and development program given by the Oil-Mills in Coimbatore District. The survey was conducted in the District of Coimbatore by considering 120 sample respondents by adopting Tippetts table. A well-structured questionnaire was adopted to collect the requisite primary data. The collected data were analyzed using statistical tools such as 106 weighted average and chi-square analysis. The study highlights the impetus of the training and development programme to improve the morale of the workers and productivity of oil mills at Coimbatore.

### **3 RESEARCH METHODOLOGY**

#### **3.1 BACKGROUND OF THE STUDY**

Human Resources have played a significant role in the economic development in most developed countries such as United States of America, Britain and Japan among others. It can, therefore be concluded that a developing country like India, with its rich natural resources and

the necessary financial support can also experience such economic success if the appropriate attention is given to the development and training of her human resource. It is thus seen that in India the government is taking adequate steps to ensure that people acquire the necessary knowledge and skills.

Many organizations meet their needs for training in an ad hoc and haphazard way. Training in these organizations is more or less unplanned and unsystematic. Other organizations however set about identifying their training needs, then design and implement training activities in a rational manner and finally assess results of training. It is worth noting that Bangalore has a huge IT sector, employing the highest number of human resources with varied skills. The study intends to investigate the impact of employee development programmes on employee performance.

### **3.2 STATEMENT OF PROBLEM**

IT companies should evaluate the employee development programmes, training needs of their employees on a periodical basis and design the training programs according to the results of this evaluation. Since, identifying individual training needs for thousands of employees is a cumbersome process, it is a serious challenge for the IT companies to analyze the employee development programmes, training needs, training objectives and methodology adopted for the employees and develop training programs based on research. New technologies are innovated on a continuous basis.

The IT employees need to update their skill set and knowledge as a result of these ever-changing job requirements. Training plays a vital role in retooling the employees to meet these new challenges on a continuous basis. Developing and implementing performance appraisal system requires a greater focus on getting employee feedbacks and utilizing it to create better training programs

### **3.3 NEED FOR THE STUDY**

1. There is a need for employee development of skills, knowledge and capability of employees' job performance in an organization. This need becomes very crucial for the accomplishment of the desired objectives of the organization and improvement of the performance deficiency of employees in the organization.
2. It is also hoped that the findings will be yield empirical results that would be useful to the human resource analysts, Consultants, who utilize the IT sector human resources statistics to evaluate employee performance.
3. The study also serves as a secondary source for those who want to make further study. Government officers and policy makers would also find the results of the research as a useful device to understand the problems facing employees' performance to raise training and development strategies and how to overcome them.
4. This research is essential for any organization as a document to enhance performance of employees.

### **3.4 SCOPE FOR THIS STUDY**

The findings of this study will benefit the IT companies as well as their employees. IT industry is a labour-intensive sector where the skill sets of their employees is their main asset employee development and training is the most important factor that would develop the skill sets of the employees to make them perform better. Thus, IT companies that apply the recommended approach derived from the results of this study will be able to understand the training needs of their employees and train them more efficiently to improve their business growth as well as the careers of their employees.

The HR department will be guided on evaluating the training needs of the employees, implementing the right training program and efficiently measuring the impacts of the training. For the researcher, the study will help them uncover critical areas in the training needs analysis and implementation process for IT companies and to develop new insights in this subject

### **3.5 RESEARCH DESIGN**

This chapter discusses the methodology adopted for the study.

1. Research methodology is a plan of action for a research work and explains how data are collected, analysed and presented.
2. This chapter explains the type of research, construction of the research instrument, pre-test, pilot study, sample size, sampling procedure, respondents of the study, data collection procedure, data analysis tools of the study.
3. The purpose of this research is to analyses the employee's development programmes and how, it will be improving the job performance of IT company employees with reference to Bangalore City.

### 3.6 TOOLS USED FOR DATA COLLECTION

The researcher used a questionnaire for data collection. The questionnaire consists of 25 questions with two parts. The first part explains the socio-economic profile and the second consists of statements regarding assessing the level of work-life balance.

### 3.7 STATISTICAL TOOLS USED

1. Simple percentage
2. Analysis Methods,
3. Pearson correlation Test,
4. Multiple regressions,
5. ANOVA.

## 5 DATA ANALYSIS AND INTERPRETATION

**Table 1 DemographicProfile**

Variables	Characteristics	Frequency	Percentage
<b>Gender</b>	Male	107	69
	Female	48	31
<b>Marital Status</b>	Single	76	49
	Married	79	51
<b>Age</b>	20-29	79	51
	30-39	64	41.3
	40-49	12	7.7
	50-60	0	0
<b>Educationlevel</b>	HighSchool	6	3.9
	Diploma	25	16.1
	Bachelordegree	73	47.1
	Post Graduate	49	3.6
	Other	2	1.3
<b>Experience</b>	0 – 1year	36	23.2
	2 -6year	105	67.7
	7-11year	10	6.5
	12-20year	4	2.6
<b>Position</b>	ToplevelManager	18	11.6
	Middle Manager	45	29.0
	ITSpecialist	70	45.2
	Sr. Associate	22	14.2
	EntryLevel	22	14.2

There are nine questions on demographic that been utilized to test the descriptive analysis for 155 respondents. The primary question is on gender. From the analysis, male includes a higher rate of 69.0% (107 respondents). Female as it were score almost 31.0% (48



respondents). Next question is approximately marital status. From the analysis, it is appearing that married has higher percentage of 51.0% (79 respondents) and single score around 49.0% (76 respondents). The third question is about age categories. From the analysis, it is appearing that 20 – 29 years old has higher rate which is 51.0% (79 respondents), 30-39-years old score almost 41.0% (67 respondents), 40-49-years old score almost 7.7% (12 respondents), and 50-60 age categories, there are no one response under this age. The fourth demographic that been analyze is the education level. In this question, it shows that respondent comes from different education level. The highest rate is bachelor degree which is 47.1% (73 respondents), second highest is post graduate with 31.6% (49 respondents), diploma is 16.1% (25 respondents), high school is 3.9% (6 respondents), and other is 1.3% (2 respondents). The sixth demographic that been analyze is the experience level. In this question, it appears that respondent have different level of experience. The highest percentage is 2-6 years which is 67.7% (105 respondents), second highest is 0-1 years with 23.2% (36 respondents), 7-11 years is 6.5% (4 respondents), and 12-20 years is 2.6% (4 respondents).

**Table 2 Reliability test**

Sl.No.	Variables	Items	Cronbach Alpha
<b>1</b>	<b>Independent Variables</b>		
	• Remuneration	5	0.796
	• Quality of Work life	5	0.710
	• Promotion	5	0.749
	• Teamwork	5	0.724
	• Supervision, etc..	5	0.777
<b>2</b>	<b>Dependent Variables</b>		
	• Organizational Performance	11	0.824

Reliability test is one of the traditional ways researcher test their primary research variable. In this test measuring the consistency between data collected. In addition, Reliability test providing clear statement that which variable reliable and which one is not and based on the test researcher proceed the research. As according to the demographic table above, in this research total data are collected from 155 respondents. For data, there are five items utilizing in each independent variable and at the same time 11 things utilizing in dependent variable. In any case, in reliability test the least passing esteem is 0.700. Therefore, the Cronbach's Alpha esteem must be 0.700 and over to be reliable. The first

independent variable in this research is remuneration. For the remuneration, the Cronbach's Alpha esteem is 0.796 which is more than 0.700.

Subsequently, Remuneration is exceptionally reliable for this research. All these five independent factors will be tested with organizational performance. For organizational performance, there are 11 items and all these items by reliability test and Cronbach's Alpha is 0.824 which is more than 0.700. In this manner, organizational performance is exceptionally reliable in this research.

**Table 3 Correlation Test**

		<b>Remunerati on</b>	<b>Quali ty of Work life</b>	<b>Promoti on</b>	<b>Teamw ork</b>	<b>Supervisio n</b>	<b>Organizatio nal Performa nce</b>
<b>Remuneration</b>	Pearson correlation	1	.354* *	.534**	.453**	.421**	.580**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	155	155	155	155	155	155
<b>Quality of Worklife</b>	Pearson correlation	.354**	1	.467**	.582**	.521**	.460**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	155	155	155	155	155	155
<b>Promotion</b>	Pearson correlation	.534	.467* *	1	.465**	.498**	.696**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	155	155	155	155	155	155
<b>Teamwork</b>	Pearson correlation	.453	.582* *	.465**	1	.503**	.492**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	155	155	155	155	155	155
<b>Supervision</b>	Pearson correlation	.421**	.521* *	** .498* *	.503**	1	.552**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	155	155	155	155	155	155
<b>Organizational Performance</b>	Pearson correlation	.580	.460* *	** .696* *	.492**	.552**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	155	155	155	155	155	155

Correlation is significant at the 0.01 level

Based on the above table 3, Remuneration has the strong positive association with organizational performance whereby remuneration correlation is ( $r=0.580$ ,  $p<0.000$ ). Then, it was followed by quality of work life ( $r=0.460$ ,  $p<0.000$ ), promotion ( $r=0.696$ ,  $P<0.000$ ), teamwork ( $r=0.492$ ,  $p<0.000$ ) and supervision ( $r=0.552$ ,  $p<0.000$ ). In the table it shows that every variable is significant because P value is not more than 0.05.

**Table 4 Multiple regressions Analysis**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866*	.786	.512	1.68177

In table 4 appears that r-square with 0.786 and this implies that there is strong positive significant relationship between independent variable (remuneration, quality of work life, promotion, teamwork and supervision) and dependent variable (organizational performance).

**Table 5 ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1518.446	5	303.689	42.227	.000**
Residual	1071.593	149	7.192		
Total	2590.039	154			

In demonstrated there are independent variables that significantly have linear relationship with the organizational performance. To determine the exact variables, the next table will be assessed.

## 6 FINDINGS, SUGGESTIONS, AND CONCLUSION

### 6.1 FINDINGS

They will be providing some insights to manager to improve the level of employee job satisfaction in the manufacturing sector in Bangalore city. Study found that employees who are in higher levels tendency to more satisfy from intrinsic job satisfaction where employees who are working in lower position tendency to more satisfaction with extrinsic job satisfaction. At the same time, we found that there are two factors that mostly satisfy as an employee in organization which are remuneration and promotion. It is concluded that the satisfied employees have highly commitment to the companies than dissatisfied employees. Management should also focus on all facets of job satisfaction and not only on any one factor in order to enhance the employee performance in the organization. Job satisfactions are desirable needed by employees to perform at peak levels. Employees who are satisfied are more likely to be settled at work and are also likely to be more committed in helping in achievement of organizational goal. The factors that lead to job satisfaction among employees includes: higher pay, recognition, good work environment, challenging and fulfilling work and relationship with supervisors and co-workers, among others.

## 6.2 SUGGESTIONS

The influence of employee development programs on the performance of IT employees cannot be overstated. Through skill enhancement, career progression, better soft skills, and fostering adaptability to technological changes, these programs contribute significantly to both individual and organizational success. A well-structured development program can lead to increased motivation, higher job satisfaction, improved problem-solving and innovation, and a more engaged workforce ultimately improving overall business performance.

To fully realize these benefits, organizations need to design development programs that are relevant to the specific needs of their IT workforce, offer a variety of learning formats (e.g., online courses, workshops, certifications), and foster a culture of continuous learning and growth.

## CONCLUSION

The highlights a strong link between employee development programs and the performance of IT employees. Effective development programs that include both technical and soft skills training, leadership development, mentoring, and career advancement opportunities contribute to improved employee performance, job satisfaction, and retention. Furthermore, the rapid pace of technological change in the IT sector requires continuous investment in employee development to ensure that IT professionals remain competitive and capable of meeting organizational demands. Organizations that design and implement comprehensive development programs are more likely to experience higher productivity, innovation, and organizational success.

This review underscores the importance of aligning employee development strategies with both individual career goals and organizational objectives to maximize performance outcomes in the IT industry. Further research is needed to explore specific program types and their direct impact on IT employees across different organizational contexts.

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