

## Employee Job Satisfaction in IT Industry in Bangalore: An Empirical Study

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### Abstract

This paper empirically examined the impact of employee job satisfaction on organizational performance in large and medium scale manufacturing industries. It notes that Employee job satisfaction is vital for improved organizational performances. The paper tells that an employee with a high level of job satisfaction holds positive attitudes towards his job. On the contrary, an employee who is dissatisfied with his job holds negative attitudes about the job. The aim of this study is to analyze the impact of employees job satisfaction on organizational performance among the employees working in IT industry in Bangalore and also to explore the link between job satisfaction and organizational performance and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. Empirical research was conducted on a research sample of five software companies (TCS, Wipro, Infosys, Accenture and IBM) with 155 employees surveyed. The results of this study show the existence of a clear link between employees' job satisfaction and organizational performance in both directions, but with pretty weak intensity. Study concluded that job satisfaction determines organizational performance, rather than organizational performance determining job satisfaction.

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

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### Introduction

In today's business world the linkage between employee job satisfaction and organizational performance is undeniable due to the importance of employees as the most critical asset of differentiation for any organization. Regardless of Industry, organizations could enhance their organizational performance by improving employee job satisfaction. Satisfied employees create satisfied and loyal customers, who in turn build long term relationship and spend more bucks. It is believed that higher level of employee job satisfaction leads to higher level of organizational performance. Job satisfaction is a plays a significant role and is a key feature and therefore it is frequently measured by the organizations. Many organizations use rating scales to measure the level of

Job satisfaction. The responses relate to rate of work, pay, and series of tasks, responsibilities, promotional opportunities, and co-workers. Job satisfaction is a person's emotional answer to his current job condition, while motivation is the strength to chase and satisfy one's needs. Employee satisfaction plays a key function on the performance of organization. Consequently, it is exactly feeling, thing on their job and stage of satisfaction.

The question whether there is any relationship between job satisfaction and job performance is not an easy task to understand. However, for the last fifty years industrial/organizational psychologists have been wrestling with the question of this relationship. Researchers have putted considerable amount of effort to demonstrate that the two are positively related in a particular fashion, i.e., a happy worker is a productive worker. Although this sounds like a very appealing idea, the results of empirical literature are too mixed to support the hypothesis that job satisfaction leads to better organizational performance.

### **Review of Literature**

**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 Tippets 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.

**Objectives**

1. To Study the Impact of Employee Job Satisfaction on Organizational Performance with reference to IT industry in Bangalore.
2. To examine the relationship between employee remuneration and organizational performance.

**Scope of the Study**

The current study is confined only to the employees working in selected five software companies (TCS, Wipro, Infosys, Accenture and IBM) and study is been conducted with the purpose of understanding the job satisfaction of employees and its impact on the organizational performance.

**Research Methodology**

<b>1</b>	<b>Research Design</b>	A descriptive research design is used for the study.
<b>2</b>	<b>Area of the Study</b>	Area of the study is Bangalore
<b>3</b>	<b>Target Population</b>	Employees working on in large and medium scale manufacturing industries.
<b>4</b>	<b>Sampling Design</b>	<b>Sample:</b> five software companies (TCS, Wipro, Infosys, Accenture and IBM).
		<b>Sampling Technique:</b> Judgmental Sampling Technique.
		<b>Sample Size:</b> 155 Employees.
		Simple percentage Analysis Methods, Pearson correlation Test, Multiple regressions, ANOVA.

**Data Analysis & Interpretation**

**Respondent Demographic Profile**

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>Education level</b>	High School	6	3.9
	Diploma	25	16.1
	Bachelor degree	73	47.1
	Post Graduate	49	3.6
	Other	2	1.3
<b>Experience</b>	0 – 1 year	36	23.2
	2 - 6 year	105	67.7
	7- 11 year	10	6.5
	12- 20 year	4	2.6
<b>Position</b>	Top level Manager	18	11.6
	Middle Manager	45	29.0
	IT Specialist	70	45.2
	Sr. Associate	22	14.2
	Entry Level	22	14.2

(Table 1 own source calculation)

In table 1, 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).

**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

(Table 2 own source calculation)

In table 2 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.

**Correlation Test**

**Table 3**

		Remunerat ion	Quali ty of Work life	Promoti on	Teamw ork	Supervisi on	Organizat ional Performa nce
<b>Remunerati on</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 Work life</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 (2-tailed).

Based on the above table 3, Remuneration have 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 are significant because P value are not more than 0.05.

### Multiple regressions Analysis

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

(Table 4 own source calculation)

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).

## ANOVA

In table 5 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.

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			

(Table 5 own source calculation)

## Conclusion

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. Although there is a certain limitation included in this study, the following conclusion 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.

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