
A study on the factors influencing job satisfaction of IT employees

MR.RAM BABU CHERUKUR¹, Ms. SOUNDARIYA P²

¹Assistant professor, Saveetha school of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai-77

²MBA Student, Saveetha School of Management, Saveetha Institute of Medical and Technical Sciences, Saveetha University, Chennai-77

Email ID: rambabucherukur.ssm@saveetha.com, soundariya910@gmail.com

Abstract: The main purpose of the study is to work out the factors affecting IT employees' job satisfaction and to seek out the extent of job satisfaction. The study is completed on a descriptive basis, and IT employees collect the first data. The info is collected from 110 respondents on the idea of probability and is analysed with the SPSS tool. Statistical methods Frequency analysis, mean analysis and multivariate analysis were wont to define, tabulate and interpret the info collected. The result revealed that the bulk of respondents were female which the group of but 30 workers is permanent. Interpersonal friendship, personal growth and career advancement features a positive influence on the worker Job satisfaction among the "Pay and benefits" factor."

Keywords: Job Satisfaction, Pay and benefits, Interpersonal friendship, personal growth and career advancement, Innovation, entrepreneurship

INTRODUCTION

Job satisfaction is described as a positive emotional reaction that you feel when you do your job or are present at work, an unquantifiable measure. Leading businesses are now trying to measure this sensation, with employee satisfaction surveys being a standard at most workplaces. It's important to remember that job satisfaction varies from worker to worker. The factors that make one employee feel good about their job can not extend to another employee under the same circumstances, in the same workplace. A multidimensional approach to employee satisfaction, covering the following areas, is important for this reason:

- ✓ The demanding nature of work, pushing workers to new heights
- ✓ Degree of convenience (short commutes, access to the correct digital resources and flexible hours)
- ✓ Regular appreciation by the immediate management and the whole company
- ✓ Competitive pay, ensuring a reasonable quality of life for employees
- ✓ Promise of career advancement in line with employees' personal growth goals

Satisfaction means the clear feeling of the accomplishment of some purpose or goal. A lack of organizational enthusiasm brings job discontent. The variables contributing to job satisfaction and job dissatisfaction are described differently by research workers. (Hoppock, 1935)Hoppock describes job satisfaction as any combination of psychological, physiological and environmental factors that genuinely leads me to conclude that I am happy with my job.

In addition, work satisfaction often has an effect on workers' general lives, since a fulfilled employee is a happy and happy human being. The physical and emotional well-being of a highly happy employee is higher. While it is a debatable topic as to which one is the cause and which is the consequence, it is associated with each other. Our research idea is based on the rich knowledge acquired by our peer teams across the university.(Danda, S and Chinnaswami, 2009; Narayanan, Kannan and Sreekumar, 2009; Priya S et al., 2009; Danda and Ravi, 2011; Neelakantan et al., 2011, 2013; Prasanna, Subbarao and Gutmann, 2011; Narayanan et al., 2012; Venugopalan et al., 2014; Krishnan and Chary, 2015; Neelakantan and Sharma, 2015; Ramesh et al., 2016; Manivannan, I., Ranganathan, S., Gopalakannan, S. et al., 2018; Dua et al., 2019; Ezhilarasan, Apoorva and Ashok Vardhan, 2019; Panchal, Jeevanandan and Subramanian, 2019; Rajeshkumar et al., 2019; Ramadurai et al., 2019; Ramakrishnan, Dhanalakshmi and Subramanian, 2019; A.C.Gomathi, S.R.Xavier Rajarathinam, A.Mohammed Sadiq, Rajeshkumar, 2020)

REVIEW OF LITERATURE

(Manivannan and Bhuvanewari, n.d.)Employee job satisfaction is very much crucial for the success of any organisation. In the current globalised competitive scenario, every organisation has to differentiate their product and service quality. Employees make differentiation among the competitors of the organisation, hence employees are considered as human capital of the organisation. Satisfied employees perform well and work towards the accomplishment of organisational goals.

(Ngo et al., 2009) stated that improved work results, affirmative work values, employee engagement and less absenteeism are positive effects of job satisfaction. Top management support for equal opportunity is regarded in our model as a precedent for family-friendly work practices (FFWP) and a supportive organizational environment, and outcome variables are considered to be firm efficiency and employee turnover.

(Moncrief, 5AD) found that economic factors affect both job satisfaction and motivation. He suggested that by understanding and addressing the employee's economic needs, the employer would strive to improve work satisfaction and job motivation.

(Cano and Castillo, 2004) have demonstrated and identified the primary drivers of job satisfaction: interpersonal links, gratitude, appreciation and management supervision. The "recognition," "supervision," and "relationships" variables clarified the variability between the overall level of job satisfaction of faculty members.

(Christen et al., 2006) The Work Satisfaction Model of employees, consisting of factors linked to work, job goals, work and organizational efficiency, was introduced by Al. (2006). The purpose of this paper is to clarify the literature's ambiguities about the relationships between three key constructs of work relationships: effort, job performance, and job satisfaction. In the relationship between job performance and job satisfaction, research in organizational psychology is of central importance.

(Eugenia Sánchez Vidal et al., 2007) indicated that job satisfaction consists of compensation as a multifaceted component, work environment, work empowerment, contact platform and organizational involvement. Job satisfaction relates to turnover, and their job satisfaction and the quality of their expectations is determined by the position assigned to the repatriates on their return.

(Parvin and Kabir, 2011) assessed the degree of employee job satisfaction through their pay & promotion policies, workplace status, job security, co-worker and supervisor relationships. It focuses on the relative value of work satisfaction variables and their impact on employee overall job satisfaction.

(Sell and Cleal, 2011) analyzed and found that the key variables are the working environment, involvement in decision-making processes and social support, with a substantial impact on the degree of job satisfaction of employees. Results have shown that factors such as information on career choices, social support and power in the psychosocial work environment have a substantial effect on the degree of job satisfaction.

(Ayamolowo, 2013) stressed improving working conditions, training, pay and promotion in order to improve job satisfaction.

(Md Yusof et al., 2014) evaluated and quantified employees' job satisfaction through key variables such as pay, work environment, organizational stress and leadership style.

In terms of how people feel about their work and various aspects of their jobs, (Spector, 1997) relates to job satisfaction.

(Gaertner, 1999) also explored the determinants of job satisfaction and organizational contribution (pay workload, distributive justice, promotional opportunities, supervisory support, etc.)

(Kim, 2009) The results of the study showed that job clarity, effective management communications, a participatory management approach, organizational support for career advancement, promotion opportunities, and family-friendly policies are all significant factors affecting the job satisfaction of IT employees.

In the results of the survey carried out by (Kathawala et al., 1990), salary was found to be the primary factor in the morale and job satisfaction of salaried employees of the automotive industry. The American Association defines compensation as "cash and non-cash remuneration given for services rendered by the employer."

(Hackman et al., 1976) developed a model of job features that suggested that in these psychological states, different dimensions, such as role identification, task importance, skill variety, will lead to a psychological state between employees and will lead to employee satisfaction at work.

(Jiang, 2010) These include objective-based team training, voluntarily formed teams, team-based leadership and communication system. As far as future research is concerned, motivation methods in cross-cultural situations.

RESEARCH METHODOLOGY

Descriptive research design is adopted because it details the study and finds the current summary of the factors influencing job satisfaction of IT Employees. The sample selected based on probability basis from 110 Employees. The collected data is analyzed using SPSS. The collected data were classified, tabulated and analyzed with some of the statistical tools such as Frequency analysis, Mean analysis and Regression analysis.

DEMOGRAPHIC PROFILE

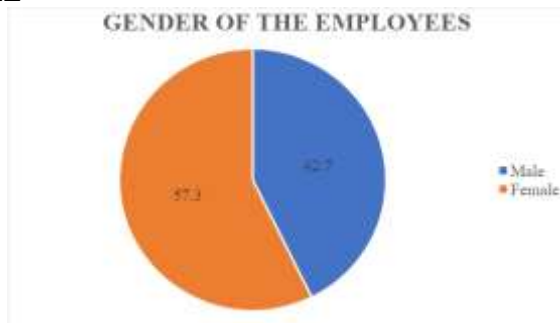


Fig.1: The Pie Chart depicts the percentage of the Gender in the sample. 57.3% of the sample were Male & 42.7% of them were Female Employees.

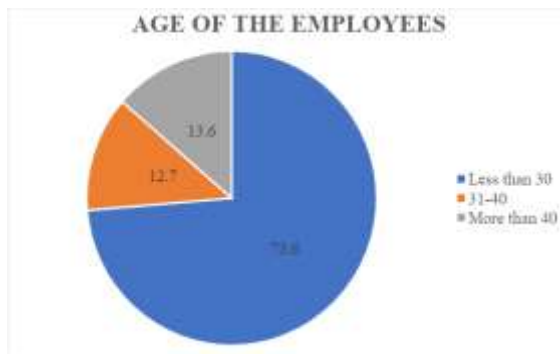


Fig.2: The pie chart describes the age of employee respondents. 73.6 % of employees were Less than 30 years and 12.7% of Were of age 31-40 years and 13.6% of employees were of age More than 40 years.

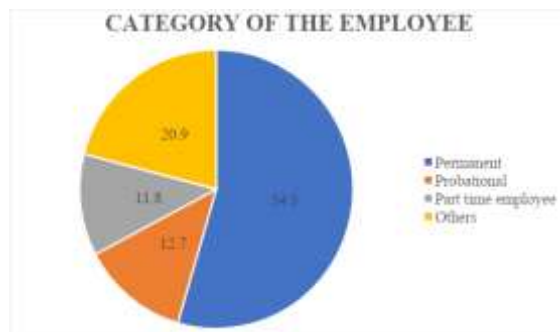


Fig.3: The chart depicts the Category of Employees Of Sample respondents. 54.5% of respondents were permanent, 12.7% of them were Probational, 11.8% of them were Part time employees & 20.9% were other categories.

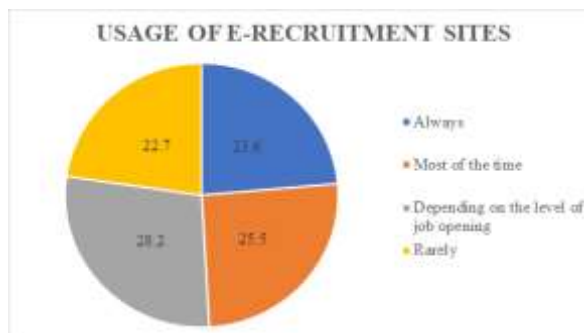


Fig.4: The pie chart describes the Usage of E-Recruitment sites sample respondents, 28.2% of respondents were depending upon the level of job opening use E-site,, 25.5% of employee

respondents were Most of the time use E-site, 23.6% always use it, whereas only 22.7% were rarely using it.



Fig.5: The marital status of sample respondents is depicted in the pie chart. 29.1% of the sample were married and the remaining 70.9% were unmarried.



Fig.6: The pie chart describes the annual income of sample respondents, 45.5% of respondents were earning less than Rs.20,000. 27.3% of employee respondents were earning Rs.20,001 to 30,000, 9.1% of the employee respondents were earning Rs.30,001 to 40,000 whereas only 18.2 % were earning above Rs.40,000.

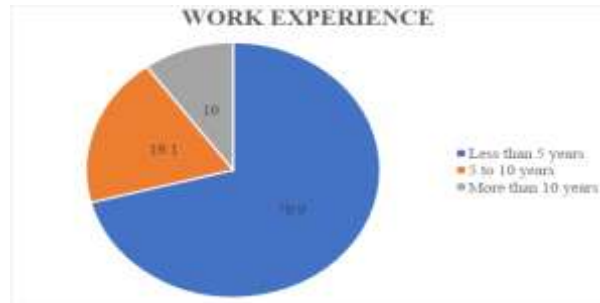


Fig.6: The Work Experience of sample respondents are depicted in the pie chart. 70.9% of the sample was less than 5years, 19.1% of the sample were 5 to 10 years, and the remaining 10% were more than 10 years.

Table 1: Mean Analysis Of Perception Towards Job Satisfaction

| S.No | Analysis of Working environment | Mean | Rank |
|------|--|------|------|
| 1 | Efficiency of the equipment & tools at the Workplace (Interior Environment) | 3.43 | 1 |
| 2 | Availability of Pleasant Physical Environment (Exterior Environment) | 3.42 | 2 |
| 3 | Comfort ability of the working hours (Timing) | 3.34 | 3 |
| S.No | Analysis of pay and benefits | Mean | Rank |
| 1 | Satisfied with appreciation or reward system (Non-monetary) | 3.28 | 1 |
| 2 | Satisfied with performance-based incentives Benefits (Benefits) | 3.16 | 2 |
| 3 | Satisfied with bonus & Incentives (monetary) | 3.13 | 3 |
| S.No | Analysis of interpersonal relationship | Mean | Rank |
| 1 | Free Discussion between Superior & Co-Worker (Discussion) | 3.45 | 1 |
| 2 | Smooth Relationship with Employer & Co-worker (Mutual Relationship) | 3.45 | 2 |
| 3 | Encouragement given by senior in Experimenting the new method of doing my work (Encouragement) | 3.40 | 3 |
| S.No | Analysis of training | Mean | Rank |

| | | | |
|-------------|---|-------------|-------------|
| 1 | Organization of the Training Programme (Training) | 3.39 | 1 |
| 2 | Opportunity Provided to implement new method & apply creative ideas secured (opportunities) | 3.34 | 2 |
| 3 | Opportunity Provided to implement the Knowledge secured during Training (Implementation of ideas) | 3.30 | 3 |
| S.No | Analysis of personal growth & career development | Mean | Rank |
| 1 | Deputation to Other job to learn new skills (New Skills) | 3.27 | 1 |
| 2 | Conduct of workshops & Seminars for further Development (Workshop) | 3.21 | 2 |
| 3 | Encouragement given to acquire additional qualification through part time & Correspondence courses (Additional courses) | 3.14 | 3 |
| S.No | Analysis of Overall Satisfaction | Mean | Rank |
| 1 | Overall, I am satisfied towards this job (Overall Satisfaction) | 3.40 | 1 |
| 2 | I am satisfied towards the individual level (Individual) | 3.37 | 2 |
| 3 | I am satisfied towards the group level (Group) | 3.31 | 3 |
| 4 | I am satisfied towards the Organization level (Organization) | 3.30 | 4 |

Table no.2 shows the mean analysis of influencing factors of IT Employees Job satisfaction. It is clear from the table that the, Interior Environment has the highest mean value of (3.43) in Work Environment factor followed by Non-Monetary has the highest mean value of (3.28) in pay and Benefits, Discussion has the highest mean value in Interpersonal Relationship factor, Training has the highest mean value in Training factor, New Skills has the highest mean value in Personal growth & career development, Overall Satisfaction has the highest mean value in Overall Satisfaction. It is inferred from the table that the IT Employees are more prone and influenced by Overall satisfaction level.

Table 2: Independent Tests Of Perception Towards Job Satisfaction

| S. No | Factors of Job satisfaction | Gender | | Marital Status | |
|---|-----------------------------|---------|-----------|----------------|-----------|
| | | T-value | Sig value | T-value | Sig value |
| WORK ENVIRONMENT | | | | | |
| 1 | Timing | 1.273 | .206 | .828 | .410 |
| 2 | Interior Environment | .917 | .361 | 1.559 | .122 |
| 3 | Exterior Environment | .601 | .549 | 1.052 | .295 |
| PAY AND BENEFITS | | | | | |
| 4 | Non-monetary | 1.170 | .245 | .445 | .658 |
| 5 | Monetary | 2.092 | .039** | .924 | .357 |
| 6 | Benefits | 2.645 | .009*** | 1.225 | .223 |
| INTERPERSONAL RELATIONSHIP | | | | | |
| 7 | Mutual Relationship | 1.345 | .181 | 1.447 | .151 |
| 8 | Encouragement | 1.702 | .092 | 1.984 | .050 |
| 9 | Discussion | .892 | .375 | 1.165 | .247 |
| TRAINING | | | | | |
| 10 | Training | .071 | .943 | 2.458 | .016* |
| 11 | Opportunities | 1.123 | .264 | 1.287 | .201 |
| 12 | Implementation of Ideas | 2.075 | .040** | 2.644 | .009** |
| PERSONAL GROWTH & CAREER DEVELOPMENT | | | | | |
| 13 | New skills | .232 | .043** | 1.017 | .311 |
| 14 | workshop | .051 | .009*** | .868 | .387 |
| 15 | Additional courses | .791 | .154 | .342 | .733 |
| OVERALL SATISFACTION | | | | | |
| 16 | Individual | .693 | .490 | 1.965 | .052 |
| 17 | Group | 1.185 | .239 | 1.539 | .127 |
| 18 | Organization | .368 | .714 | .974 | .332 |
| 19 | Overall Satisfaction | 1.197 | .234 | 1.610 | .110 |

**5% Level of Significance

***1% level of significance

Table no 2. shows the significance value of the independent sample t test. There should be less than 0.05 for accepting the alternative hypothesis. In these cases the majority of variables are greater than 0.05. Hence there is no significant difference between Gender & Marital status with respect to Factors of Job satisfaction.

Table 3: ANOVA OF PERCEPTION TOWARDS JOB SATISFACTION

| S.No | Factors of Job Satisfaction | Age | Category of Employees | usage of E-Sites | Monthly Income level (in Rupees) | Work Experience |
|---|-----------------------------|---------|-----------------------|------------------|----------------------------------|-----------------|
| | | F-value | F-Value | F-Value | F-Value | F-Value |
| WORK ENVIRONMENT | | | | | | |
| 1 | Timing | 3.06 | 1.62 | .27 | 1.71 | .93 |
| 2 | Interior Environment | 3.71** | 2.19 | .64 | 1.68 | .84 |
| 3 | Exterior Environment | 4.37** | 1.13 | .32 | 1.83 | .18 |
| PAY AND BENEFITS | | | | | | |
| 4 | Non-monetary | 3.57** | .89 | 1.20 | 2.06 | .60 |
| 5 | Monetary | 3.69** | 1.68 | 2.46 | 2.38 | 1.23 |
| 6 | Benefits | 2.16 | 2.17** | 2.33 | .42 | 1.49 |
| INTERPERSONAL RELATIONSHIP | | | | | | |
| 7 | Mutual Relationship | 5.86*** | 3.98** | .49 | 1.14 | 1.40 |
| 8 | Encouragement | 6.42*** | 3.10** | 1.25 | 1.81 | 2.31 |
| 9 | Discussion | 5.21*** | 1.59 | .91 | .67 | 1.27 |
| TRAINING | | | | | | |
| 10 | Training | 6.24*** | .956 | 1.57 | .51 | 3.00** |
| 11 | Opportunities | 3.45** | 2.12 | .42 | 2.26 | 1.76 |
| 12 | Implementation of ideas | 6.44*** | 1.34 | .40 | 1.19 | 1.93 |
| PERSONAL GROWTH & CAREER DEVELOPMENT | | | | | | |
| 13 | New Skills | 2.54 | .263 | .69 | .67 | 2.78** |
| 14 | workshop | 2.99 | 1.69 | 2.71** | .31 | 2.29 |
| 15 | Additional courses | 2.55 | .237 | 3.40** | 1.13 | 1.99 |
| OVERALL SATISFACTION | | | | | | |
| 16 | Individual | 3.18 | .62 | 1.55 | .77 | 1.44 |
| 17 | Group | 3.42** | .56 | .58 | 1.04 | 1.13 |
| 18 | Organization | 4.28** | .55 | 1.83 | 1.79 | .28 |
| 19 | Overall Satisfaction | 3.56** | .70 | 1.03 | 1.76 | 1.19 |

**5% Level of Significance

***1% level of significance

Table no 3. shows the significance value of Anova. There should be less than 0.05 for accepting the alternative hypothesis. In these cases the majority of variables are greater than 0.05. There is a significant difference between

age with respect to Factors of Job satisfaction. There is no significant difference between Category of Employees, usage of E-Recruitment Sites, Monthly Income level (in Rupees), Work Experience with respect to factors of job satisfaction.

Table 4.1: MODEL SUMMARY

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .877 ^a | .770 | .759 | .43755 |

TABLE 4.2 REGRESSION ANALYSIS

| Coefficients ^a | | | | | | |
|---------------------------|--------------------------------------|-----------------------------|------------|---------------------------|-------|---------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | sig |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | .229 | .179 | | 1.279 | .204 |
| | Work Environment | -.041 | .080 | -.041 | -.514 | .608 |
| | Pay & Benefits | .279 | .086 | .285 | 3.234 | .002*** |
| | Interpersonal Relationship | .410 | .081 | .425 | 5.053 | .000*** |
| | Training | .077 | .096 | .077 | .794 | .429 |
| | Personal growth & Career development | .219 | .087 | .217 | 2.522 | .013*** |

a. Dependent Variable: OVERALL SATISFACTION

Table 4.1 R is the correlation, its value is 0.877 and R square is degree of determination, its value is 0.770. The degree of determination shows the extent to which Personal growth & Career development, Interpersonal Relationship, Work Environment, Pay & Benefits, Training influences the Job Satisfaction. Here the Job Satisfaction is determined to an extent of 77.7% by Personal growth & Career development, Interpersonal Relationship, Work Environment, Pay & Benefits, and Training. Table shows the values of beta and the significant value. It is clear from Table 4.2 that variables such as Pay and benefits, Interpersonal Relationship, Personal Growth and Career Development have the significant value of less than 0.05. It is inferred from the table that the Pay and benefits, Interpersonal Relationship, Personal Growth and Career Development is influencing the Job Satisfaction.

DISCUSSION & RESULTS

The study was developed to analyze the Employee Satisfaction level and to know about the factors influencing Employee Job Satisfaction in the IT Sector. Based on the factors selected as independent variables (Work Environment, Pay and Benefits, Interpersonal Relationship, Training, Personal Growth & Career Development) and dependent variable (Overall Satisfaction), the hypothesis proved that factor Price has positive influence in Employee Job satisfaction. In the regression analysis the factor Price has a significance value less than 0.05, hence the factor Price strongly influences the Employee Job Satisfaction followed by Pay and benefits, Interpersonal Relationship, Personal Growth and Career Development also influences the Overall satisfaction. The result proves that Pay and benefits, Interpersonal Relationship, Personal Growth and Career Development has significant influence on Employee job satisfaction in the IT Sector.

CONCLUSION

The study was conducted to understand the Level of Job satisfaction in IT Employees. In today's competitive scenario, most of the managers are facing complex issues while managing the people and a key factor is job satisfaction. Job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental wellbeing. Policy makers provide a variety of facilities to satisfy IT employees. To know the Employee satisfaction level a questionnaire was built and circulated among the IT Employees and a sample of 110 was obtained. It is found that a good Monetary benefit, working culture and condition can improve the level of employee 's Job satisfaction. Even Personal growth and career growth can also increase the level of Employee Job Satisfaction. The Analysis reveals that Pay and benefits, Interpersonal Relationship, Personal Growth and Career Development does play a vital role in Employee Job Satisfaction. The literature authenticates that a satisfied IT employee will deliver the best to their capability, which leads to an increase in IT employee performance and overall success of the organization.

REFERENCES

1. Ayamolowo, S.J. (2013), "Job satisfaction and work environment of primary health care nurses in Ekiti state, Nigeria: an exploratory study", International Journal of Caring Sciences, Professor Despina Sapountzi-Krepia

- Publisher of the International Journal of ..., Vol. 6 No. 3, p. 531.
2. Cano, J. and Castillo, J.X. (2004), "Factors explaining job satisfaction among faculty", *Journal of Agricultural Education*, pdfs.semanticscholar.org, Vol. 45 No. 3, pp. 65–74.
 3. Christen, M., Iyer, G. and Soberman, D. (2006), "Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory", *Journal of Marketing*, SAGE Publications Inc, Vol. 70 No. 1, pp. 137–150.
 4. Eugenia Sánchez Vidal, M., Valle, R.S. and Isabel Barba Aragón, M. (2007), "Antecedents of repatriates' job satisfaction and its influence on turnover intentions: Evidence from Spanish repatriated managers", *Journal of Business Research*, Elsevier, Vol. 60 No. 12, pp. 1272–1281.
 5. Gaertner, S. (1999), "Structural Determinants of Job Satisfaction and Organizational Commitment in Turnover Models", *Human Resource Management Review*, Elsevier, Vol. 9 No. 4, pp. 479–493.
 6. Hackman, J.R., Richard Hackman, J. and Oldham, G.R. (1976), "Motivation through the design of work: test of a theory", *Organizational Behavior and Human Performance*.
 7. Hoppock, R. (1935), "Job satisfaction", *Harper Job satisfaction.*, Oxford, England, Vol. 303, available at: <https://psycnet.apa.org/fulltext/1936-00559-000.pdf>.
 8. Jiang, X. (2010), "How to motivate people working in teams", *International Journal of Indian Culture and Business Management*, Citeseer, Vol. 5 No. 10, p. 223.
 9. Kathawala, Y., Moore, K.J. and Elmuti, D. (1990), "Preference between Salary or Job Security Increase", *International Journal of Manpower*, MCB UP Ltd, Vol. 11 No. 7, pp. 25–31.
 10. Kim, S. (2009), "IT Employee Job Satisfaction in the Public Sector", *International Journal of Public Administration*, Routledge, Vol. 32 No. 12, pp. 1070–1097.
 11. Manivannan, M. and Bhuvanewari, K. (n.d.). "FACTORS ASSOCIATED WITH EMPLOYEE JOB SATISFACTION IN SMEs", available at: <http://www.jicrjournal.com/gallery/168-jicr-august-3149.pdf>.
 12. Md Yusof, Z., Misiran, M. and Harun, N.H. (2014), "Job satisfaction among employees in a manufacturing company in North Malaysia", *Asian Journal of Applied Sciences*, repo.uum.edu.my, Vol. 02 No. 01, pp. 79–87.
 13. Moncrief, L. (5AD), "Powerful Tools to Improve Employee Motivation and Job Satisfaction without Money", 5.
 14. Ngo, H.-Y., Foley, S. and Loi, R. (2009), "Family friendly work practices, organizational climate, and firm performance: A study of multinational corporations in Hong Kong", *Journal of Organizational Behavior*, Wiley, Vol. 30 No. 5, pp. 665–680.
 15. Parvin, M.M. and Kabir, M.M.N. (2011), "Factors affecting employee job satisfaction of pharmaceutical sector", *Australian Journal of Business and Management Research*, *Australian Journal of Business and Management Research (AJBMR)*, Vol. 1 No. 9, p. 113.
 16. Sell, L. and Cleal, B. (2011), "Job satisfaction, work environment, and rewards: Motivational theory revisited", *Labour*, Wiley Online Library, Vol. 25 No. 1, pp. 1–23.
 17. Spector, P.E. (1997), *Job Satisfaction: Application, Assessment, Causes, and Consequences*, SAGE.