

**Project Dissertation Report on**

**ANALYSIS OF SATISFACTION LEVEL OF**

**EMPLOYEES IN IT SECTOR**

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**2K20/DMBA/122**

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## **CERTIFICATION OF ORIGINALITY**

This is to certify that the project report entitled, “Analysis of Satisfaction level of Employees in IT Sector” submitted to Delhi School of Management, Delhi Technological University in the partial fulfillment of the requirement for the award of Master of Business Administration is an original work carried out by Shreya Malik under the guidance of Mr. Chandan Sharma. The matter embodied in this project is a genuine work done by both to the best of my knowledge and belief and has been submitted neither to this University nor to any other University for the fulfillment of the requirement of the course of study.

**Signature of the Student**

**Signature of the Guide**

**Designation**

**Associate Professor**

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## **DECLARATION**

This is to certify that I, Shreya Malik, have completed the project titled “Analysis of Satisfaction level of Employees in IT Sector” under the guidance of Mr. Chandan Sharma as a part of Master of Business Administration (MBA) curriculum of Delhi School of Management, New Delhi. This is an original piece of work and has not been submitted elsewhere.

## ACKNOWLEDGEMENT

Before getting into the thick of things, I would like to add a few words of appreciation for people who have been a part of this project right from its inception. This project's writing has been one of the significant academic challenges I have faced. This project would not be completed without the support, patience, and guidance of the people involved. It is my deepest gratitude to them.

It gives me incredible pleasure to present my project report on "Analysis of Satisfaction level of Employees in IT Sector". It has been my privilege to have a team of project guides who have assisted me from this project's commencement. This project's success results from sheer hard work and determination put in by my project guide. I now take this opportunity to thank **Mr. Chandan Sharma**, who acted as my mentor despite his many academic and professional commitments. His wisdom and insight inspired and motivated me. Without his understanding and support this project would not have been exciting, and neither would have reached productivity.

## **EXECUTIVE SUMMARY**

If we talk about the term Human resources then it is well that that Human resources are known to be an organizations asset. It is the sum of an employee's intrinsic abilities, learned knowledge, and skills as expressed via their talents and aptitudes, which includes executives, supervisors, and employees of all ranks. It is important and essential duty of employees itself that they are potential enough to achieve the organizational and personal goals.

The achievement of goals, as much as performance, is what determines success in the end. However, the employee Performance is somewhat dependent or influenced by motivation and work satisfaction. The term refers to a person's complete relationship with his or her employer, for which he is paid. The plain emotional state that comes with satisfaction is referred described as satisfaction.

The results of the IT industry job satisfaction survey will help and enable the company to improve. Management wants to hear what employees think and feel about the job they're doing on a daily basis the word "work satisfaction" refers to the employee's likes and dislikes. Employees of 4 IT companies naming HCL TECHNOLOGIES, WIPRO, INFOSYS and TCS has taken. The researchers in this study are trying to figure out what causes employees' degrees of satisfaction and dissatisfaction. As a consequence, this means is said to be most appropriate sort of method that helps us to look into the inefficiencies and problems that employees are facing. A work satisfaction survey can give the most relevant information on views and causes for dissatisfaction. Employees' views about job satisfaction can be positive or negative, depending on whether they are satisfied or dissatisfied. Negative sentiments can be re-enforced, and happy ones can be re-enforced. It is possible to correct this. This survey can be considered the most successful and efficient method.

Without a doubt, the workers should be able to communicate their innermost and true sentiments. Any future path of action/development that requires the engagement of employees, is taken into account Management will get a feel of how prepared and accepting their employees are. The survey conducted also helps management in problem-solving by preventing misinterpretations effectively. During the research, it was discovered that the way of research that was adopted was accepted by some of the employees . Perfect happiness and satisfaction amongst employees basically encourages employees to be confident and have a strong sense of self morale, which is beneficial to the company as a whole.

As a result, an employee's strong motivation and morale encourage them to stay in the company's organisation and encourages them to face fierce competition while also providing them with enough dynamism to encounter difficulties.

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# CHAPTER 1

## INTRODUCTION

Businesses have recognized the importance of employee satisfaction in attaining organizational success in "today's ever-changing environment, global competition, and the nature of employment" The capacity to generate a profit that is driven not just by cost efficiency but also by ideas and intellectual know-how is referred to as the ability to make a profit. today the competitive advantage of most multinational organizations. Intangible assets such as abilities, relationships, and reputations have become immensely important in a networked and knowledge-based society. Employee satisfaction is a positive emotional state resulting from the evaluation of one's job as attaining or helping the achievement of one's employment ideals. It's a measure that indicates how satisfied people are with their jobs. Every industry has its own business atmosphere, guidelines for employees, and compensation systems.

Rather than their jobs, people desert their bosses." Although having dedicated and loyal employees is the most crucial component of being an employer of choice, it's undoubtedly true that businesses and organisations face multiple challenges in retaining employees those who are motivated and are engaged with the organisation. Increased employee engagement and trust in leadership, on the other hand, has been found that it has a positive impact on a company's bottom line in various studies. In actuality, an organization's full potential can be realised only when all the individuals and teams are said to be fully aligned, motivated, and engaged in achieving the organization's objectives. As a result, the goal of any firm should be to enhance employees' willingness to stay with their existing employer.

When a company measures and manages employee loyalty rather than simply maintaining it, it generates revenue from all aspects of the stability sheet. H. Sales and expenses. When it comes to selling stable sheets, solid and dedicated staff are likely to "go up and down" to meet consumer demands and are clearly encouraged to do their best. In terms of price,

unwavering employees live longer, refuse aggressive jobs, and are less willing to look for new jobs or recommend the company to others.

These four practices have a positive impact on balance sheet costs. Organizations recognize the value of early identification, management, and increased employee satisfaction so in spite of just concentrating on employee retention they need to need new norms for their organization based on how today's work environment is changing we need to adopt new norms of success for the growth of organization. We need to adopt more ways of creativity ideology and how we can induce innovation in it. It is essentially important to recognize how relevant these characteristics are so that we are able to increase employees loyalty and their satisfaction level.

When several Information Technology (IT) companies presented their figures for the January-March quarter, they revealed a significant increase in attrition rates (Q4 FY21). This statistic shows the number of employees that have left or retired without being replaced. Only those employees who are unsatisfied or are facing some workplace issues are more likely to quit their job. Due to long working hours and the strain of meeting expectations, employees in the IT industry have a high rate of turnover. Burnout and a loss of passion are common outcomes, and they are forced to quit for their own good. It's a sign of a bigger problem in the IT business. This might have an influence on the overall performance of a firm. It's difficult to replace employees, and corporations normally don't do so.

## **1.1 Background**

While the rest of India is undergoing a severe economic downturn, you may have noticed that many IT companies are increasing wages and hiring more staff. These businesses have successfully implemented a solid work-from-home (WFH) strategy that has proven to be quite beneficial. While most IT firms have reported record profits in recent quarters, a sizable portion of their workforce has departed. We're aware of some of the industry's shortcomings. As a result, major companies in the IT sector are worrying.

## **1.2 Conceptual Framework**

### **1.2.1 Definition of Job Satisfaction**

Job satisfaction is a person's sense of success at work that motivates them to continue on the job. It's not about self-satisfaction, pleasure, or fun; it's about work fulfillment.

According to Hop pock the term job satisfaction is defined as “any combination that includes both of psychological and social aspects. The condition in which the person can say that yes he is satisfied with his job,” are called circumstances.

A “pleasant emotional state stemming from one's job performance” is characterized as job satisfaction. Job evaluation is a means of obtaining or assessing the amount of achievements one's job values.

### **1.2.2 Definition of Attitude**

A person's attitude is a psychological component that characterizes the mental and emotional beings that live in or characterize the person. They are difficult to understand and are the result of life experience. It is activated by the reactive representation of oneself, another person, place, object, or event (attitude object), and then by a person's tendency towards values that affect one's cognition and behavior. Will be. It's a state of mind. The most well-known attitude in psychology is people's feelings about themselves and the world.

## **1.3 Theoretical Framework**

The term Employment satisfaction basically means an employee's feeling or his overall sense of attitude about the current job. So it can be said that employees' job satisfaction is measured by how positively or negatively they feel about their employment. Perhaps the first step in understanding work satisfaction is to define the terms. There are distinctions between terminology like the attitude of employees, their morale And their motivation so these things differ. A job is an essential component of one's life. Job complex satisfaction has an impact on one's whole life satisfaction. “As a consequence, it can be well said that the sense of happiness might be derived from some set of instances

Job Satisfaction leads to:

- Motivating employees to work at a high level of productivity.
- Want to stay with the company
- In a crisis, act quickly and effectively.
- Accept the adjustments that are required without bitterness or opposition.
- Encourage employees so that they could actively participate in organization theories.

### 1.3.1 Attitude of Workers and Job Satisfaction

Investigating and understanding employee attitudes and job satisfaction has a long and sometimes controversial history in the field of industrial / organizational psychology. Some studies are primarily aimed at researchers, while others provide us some practical advice on how we could effectively measure , understand their situation and ways to improve employee attitudes (Edwards and Fisher)2004, herbs, 1996, etc.). One way to study employee attitudes is to learn more about the interactions between people and situations, and many internal and external factors that influence employee attitudes. It is important to have a deeper understanding of the emotional and greater environmental impacts that have been largely overlooked in previous studies. Further information can be obtained through research.

### 1.3.2 Factors affecting Job Satisfaction

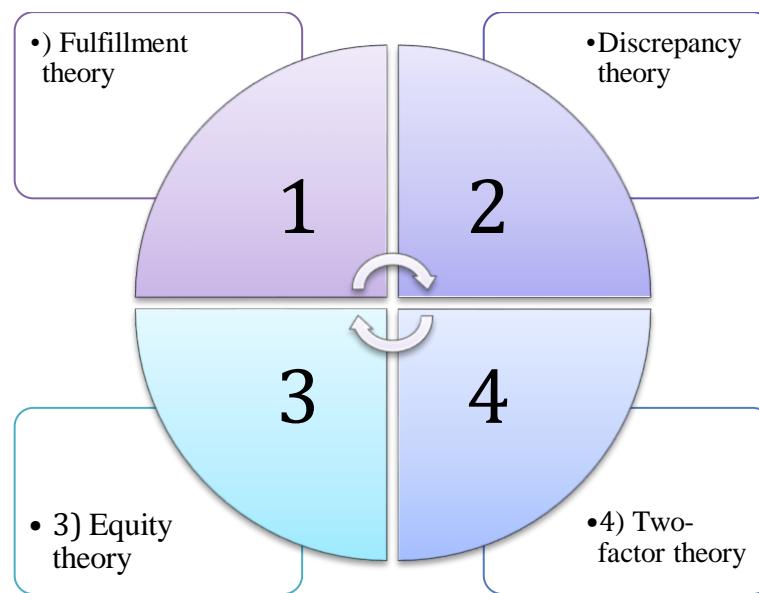
- Optimal Working Conditions: Employees spend a considerable amount of time at work each week, so companies must make sure to think of measures how they could improve working conditions. A comfortable working environment in a bright and spacious workplace, not claustrophobia, contributes to a comfortable working environment. They need to provide some productivity tools naming information technology to help the employees so that they could complete their given tasks in a more efficient manner and have a sense of job satisfaction in the company.
- Promotional Opportunities: So it is well said that employees will be happy with their current job only if they believe that they could get promoted their ranks in nearby time and could earn more and there is increase in their dissertation. Many companies encourage their employees to acquire some specific analytical or advanced skills so that there is upliftment in their careers. For example, employees who attend the college courses are usually paid for research by their employer. In an employee's annual performance assessment, managers need to provide employees with a roadmap outlining what they need to do to move forward within the organization and what new skills they need to acquire.
- Workload and Stress Level: Excessive workload and the difficulty of achieving the deadline can affect work satisfaction, even for the most enthusiastic employees. Meeting the deadline creates some stress or ways of conflict between employees and their managers and increases workplace stress. This emergency is usually caused by due to inefficiencies and poor planning of management. The workplace is in a state of emergency because the boss does not have enough time or staff to complete the tasks assigned to the employee.



- Relationships with Supervisors: The managers whom are effective recognize that their employees need to be praised and given a way of recognition for their amount of efforts and achievements. Employees should also feel and know that their boss's doors are always open for them if they need to discuss any issues that is hindering their ability and if they are performing effectively which is reducing their job satisfaction.

### 1.3.3 Theories

When it comes to the idea of professional pleasure, there are significant variations among specialists. There are four approaches/theories to occupational satisfaction in general.



*Figure 1.1 Types of Theories*

#### 1.3.3.1 Theory of Fulfillment

The major goal of this theory is to determine how pleased a person is based on the rewards he receives or the amount to which his wants are met. Job satisfaction is more than just a

feeling. The strength of a person's character drive, not the quantity of money he or she earns from their employment, dictates their level of ambition in a certain career. The primary problem with his method, as he points out, is that work satisfaction isn't only a feeling. Because it is a product of both what they receive and what they believe they should receive, there is a significant disparity between what people really do and what they expect to happen.

#### 1.3.3.2 Theory of Discrepancy

According to proponents of this position, work happiness is a result of what a person gets out of his or her employment vs. what he or she ordinarily gets or expects to get. It's unclear whether this strategy's over-satisfaction is a cause in discontent. What distinguishes this from dissatisfaction, if such is the case

#### 1.3.3.3 Theory of Equity

The pleasure of a person, according to proponents of this idea, is influenced by his perceived equity, which is defined as his input-output balance in contrast to others. Others have a well-balanced input-output system. Input-output balance is the apparent ratio of what a person receives from his employment vs what he adds to the table.

#### 1.3.3.4 Theory of Two Factors

Herzberg, Mausner, Paterson, and Capwell developed this idea by identifying some elements as satisfiers and dissatisfiers. Achievement, recognition, and responsibility, among other things, as well as the presence of others, all contribute to happiness. However, their absence does not result in discontent on the part of the customer.

On the other hand, things like supervision, income, and working conditions are dissatisfiers. Their absence causes unhappiness, but their presence does not lead to job loss satisfaction. Because a person may experience both contentment and discontent, this idea is deemed flawed in the same way.

### 1.3.4. Job Satisfaction Determinants

Two sorts of qualities, according to Abraham A. Kumar, determine an individual's work happiness. Some of them are as follows:

- Variables in Organization
- Individual Variables

#### 1.3.4.1 Variables in Organisation

- Work Level: The higher the job level, and it will result in better the level of job satisfaction. Of each person This is because higher-level positions have more status and pay self-control. This link between work satisfaction and occupational level Our culture favors some occupations more than others, according to the social reference group hypothesis compared to others As a result, individuals who respect them like them more than those who do not occupations that are highly regarded The need fulfillment hypothesis may also play a role in the connection.
- Job Content: The more the variance in “job content” and the lower the amount of repetition in the activities that must be completed, the more satisfied the persons engaged are. Because employment content in terms of diversity and sort of duties required is a major consideration, function of the degree of employment The theoretical considerations presented above are applicable in this case also.
- Considerate Leadership: Everyone should be treated with respect. As a consequence, careful leadership leads to greater work satisfaction than does unconsidered leadership.
- Pay and Promotional Opportunities: If all else is equal, these two are the most important factors to consider. Job happiness is influenced by a number of factors.

- Employee Interaction: When does employee interaction become a problem? When a work group provides job happiness, and when it does not.
  - Interaction is more fulfilling when-
    - It leads to the realization that other people's attitudes are similar to one's own, since this allows for easy calculation of the other person's actions.
    - It leads to the realization that other people's attitudes are similar to one's own. This acts as a form of self-validation.
    - It leads to acceptance by others and It aids in the attainment of objectives.

#### 1.3.4.2. individual Variables

For some people, it appears like most employment will be unsatisfactory regardless of their pay the organizational circumstances, where the majority of tasks will be satisfying personal variables for this distinction

- Your age
- Educational Qualifications
- Perception of one's role
- Sexuality

#### 1.3.5. Employee Retention and Satisfaction

Employee retention is strongly influenced or we can say is dependent on employee satisfaction. Employee satisfaction rises when organizations are indulged in creating some methods that could foster positive working relationships because of which employees think that abilities are being utilized and that their efforts are being valued. In the present

atmosphere, employee retention has become a big problem for businesses. Individuals who have received training are more inclined to switch firms in search of better opportunities. Employees are motivated to hunt for new employment for various reasons, including competitive salary, flexible work hours, a more pleasant working environment, and opportunities for growth.

When a talented person announces their want to quit, management and human resource specialists have a responsibility to respond quickly and discover the underlying reasons for their departure. The company must keep its staff for the following reasons: Hiring is a difficult task: The HR Professional selects a few candidates from a wide pool, performs preliminary interviews, and then forwards the candidates to their respective line managers for additional questioning to see whether they are a good match for the company. Finding the appropriate applicant will most likely take some time. Employee retention is a set of policies and procedures aimed at encouraging employees to stay with a company for a long time.

Companies spend time and money educating new employees. They acclimate him to the rest of the team and prepare him for the corporate world. The organisation loses everything when a worker leaves their position after completing their training. The major goal of the study is to look at the aspects that influence employee work happiness as well as industry best practices, and at the conclusion, I'll offer suggestions to fill in the gaps.

"India's IT sector has seen a surge in demand as a consequence of: Indian companies have focused their efforts on developing domain knowledge and experience in order to add better value to their clients' projects and processes." From low-end application development to high-end integrated IT solutions, service offerings have evolved. The global interest in business process reengineering, the economic imperatives of outsourcing in developed nations, the cost-effective maintenance of existing mainframe systems, and the ongoing development of new PC software have all played key roles."

## **1.4 Industry Overview**

The design, development, implementation, and administration of computerized information systems, including computer hardware and software applications, is known as information technology (IT). Now he understands almost every aspect of computers and technology. The IT industry has fueled India's economic development, with its contribution to the national GDP increasing from 8% in 2013 to 7.7% in 2017. In terms of jobs, boosting exports, generating income and living conditions, the IT industry leads economic growth. India's competitive position, growing export demand, supportive government policies and growing global presence are expected to increase the industry's market size to \$225 billion by 2020. . Thanks to this company, employment has increased significantly.

The sector continues to be a net job producer, employing 2.8 million people directly and indirectly employing 8.9 million people, with 230,000 additional employments predicted in FY2012. According to NASSCOM study, the Modi administration directly employs 41.40 lakh individuals in the IT industry and indirectly employs 1.2 crore. According to NASSCOM, the IT sector expanded 7.7% year over year in FY 2020, bringing in total revenue of USD 191 billion.

## **1.5 Problem Statement**

This study examines employee satisfaction in the Indian IT industry among foreign companies' personnel. Because of global competition, the ever-changing environment and the nature of work, businesses have recognised the importance of employee happiness in their success. Most multinational corporations' competitive edge nowadays is their capacity to create a profit that is driven not just by cost efficiency but also by ideas and intellectual know-how. When it comes to keeping essential staff, there is a lot of rivalry. Top-level executives and HR teams devote a significant amount of time, effort, and money to preventing employees from resigning. This study aids in the investigation of the fundamental elements that may contribute to employee discontent, as well as the significant aspects that can lead to employee contentment.

## **1.6 Objective of the study**

- Investigate work satisfaction in the Indian IT sector.
- To investigate the elements that influence work satisfaction.
- To research the most effective practices for keeping an employee.

## **1.7 Scope of the study**

The scope of the study is limited to –

- Cost advantage: Increasing the cost of operations is essential for outsourcing to grow. MNCs might anticipate saving 20-40 percent on their first investment. Apart from decreased administrative and labour expenses, the federal and state governments provide firms fiscal and non-fiscal benefits, which help to reduce costs even further.
- Process quality—India has more than 55% of the world's SEI CMM Level 5 organizations and is expected to have the highest number of ISO certified businesses.
- A large number of skilled software engineers—Indian software developers have a reputation for delivering excellent value for money in the form of high-quality software on a global scale. With more than half of its population under the age of 25, India is ideally positioned to satisfy the growing need for IT-ITES expertise.

## **CHAPTER 2**

### **Literature Review**

A review of the literature gives in-depth knowledge of the subject's large field of study. The first stage in every planned research project is to do a literature review. The researcher learns about the amount and direction of work that has been done in his or her area of study interest to date. It also aids a researcher in their studies. And recognising the many findings and consequences of the research. Finally, the researcher may make an informed judgement on the research approach that will best suit his or her needs. Work based on a review of the literature. The researchers are referring to any relevant sources.

There are a variety of books, articles, relevant research papers, theses, organisational reports, and other literatures available on the internet and on webpages. The writers have incorporated a review of literature from more than 16 research studies in this article work related to job satisfaction of employees.

One of the most difficult challenges that today's managers must address when it comes to managing their team is employee satisfaction. Workplace satisfaction and motivation have been demonstrated in several studies to have a major influence on employee happiness, and motivation has an impact on productivity and, as a result, corporate success. Unfortunately, neither academics nor managers of a range of commercial enterprises in our region have given work satisfaction any thought. and Meyer, 1996; Allen and Meyer, 1996; Allen and Meyer, 1996; Allen and Meyer, 1996; Allen Employees' affiliation with and engagement in the organisation can be characterised as organisational commitment. Continuous commitment, emotional commitment, and normative commitment are the three characteristics of commitment in general. Goyal is an Indian businessman (1995) The amount of employee satisfaction was determined.

In all professions, workers are turning their backs on management. Ms. Puja Agarwal, AlamSageer, Dr. SameenaRafat 2278-487X is the ISSN number for this work. Volume



5'' is ranked first (Sep- Oct. 2012), Employee satisfaction relates to whether or not employees are pleased, happy, and getting what they want and need at work. Employee happiness is a component in employee motivation, goal performance, and excellent employee morale in the workplace, according to several studies. Employee satisfaction is a metric that measures how satisfied employees are with their jobs and environment''

. Employee satisfaction is influenced by a number of factors, including organisational growth factors, job security concerns, work task factors, remuneration and benefit policies, and opportunities for fulfillment.

Warn (2003) emphasized workplace factors that contribute to depression and job dissatisfaction. Stress is usually triggered by a lack of control over the desired outcomes. Tension is felt at work due to a lack of authority, job disputes, and uncertainty, all of which contribute to irritation. The idea of check ability provides an answer to this problem and lowers stress and leads to work satisfaction when a person's desires and needs are based on them. It is based on an individual's objectives and controls a variety of aspects of the workplace. A cooperative working environment It helps if there is a nice environment for learning, or if there is no abuse or worry at work. Reduce sadness while increasing job satisfaction.

Maslow (1954, cited in Huber, 2006) classified human needs into five categories, beginning with physiological requirements and moving to safety and security, belonging, esteem, and self-actualization. The needs at the bottom of Maslow's pyramid must be met before moving on to the next level. Several scholars have used a need-satisfaction approach to work satisfaction based on Maslow's theory (Regis et al.).

Worf, 1970; Porto, 2006). Job satisfaction is described as a match between what people want and what they think they need, as well as the benefits they think they obtain from their jobs (Huber). Maslow's point of view, on the other hand, has lost favour over time. The current tendency in job satisfaction is to focus on the cognitive process rather than physical activity when analysing essential requirements (Huber, 2006; Spector, 1997).

Herzberg describes another way that is based on Maslow's philosophy (Herzberg et al., 1959; quoted in Huber, 2006). The motivation-hygiene theory of job satisfaction was developed by Herzberg and colleagues. According to hypothesis, there are the two types of requirements are extrinsic (motivators) and intrinsic (requirements) (needs). Influencing factors (hygiene). According to theory, job satisfaction and/or discontent are linked. The result of two interdependent need systems. Intrinsic factors are those that are exclusive to a certain occupation. Intrinsic characteristics appear to promote workplace contentment. Some of the motivators are challenge, promotion, growth and development, and job responsibility.

Promotion and acknowledgement In other words, external influences are related to innate characteristics. Environment and working circumstances Thehygienes address workplace dissatisfaction, managerial control, company rules and administration, working conditions, and interpersonal relationships (Lephalala, Ehlers, & Oosthuizen, 2008; Shimizu et al., 2005). This hypothesis has dominated job happiness research and served as the basis for subsequent hypotheses such as the creation of a work satisfaction survey (Lu et al., 2005).

Finally, earlier theories demonstrated that a variety of elements were at play. Maslow's hierarchy of needs and Herzberg's motivation-hygiene theory are two concepts. related to job satisfaction. Job satisfaction will be measured in two ways in this study. Motivator and hygienic factors are two categories connected to Herzberg's theory.

According to the conclusions of this study, if a company has effective human resource management systems and policies, information technology experts will be content with their job, which will lead to increased productivity. Employees that are dedicated to their jobs and loyal to the company. As a result, there will be resulting in a decrease in the intention to turnover.

They designed a study model to explore the association between employee users' happiness with information and communication technologies (ICTs) and work

satisfaction, according to Wang, Wei, and Zhang, Yi, (2015). According to an online poll of 229 employees that utilise ICTs.

The influence of IT satisfaction on work satisfaction is favourably moderated by job fit, according to this study. Furthermore, the findings support the mediating effects of both work and professional fit. This research By expanding beyond academics' focus on IT-related performance, this paper contributes to the literature on IT performance to larger job-related results, such as employee user satisfaction.

Employee training, according to FawadLatif, K et al (2013), plays a role in achieving job satisfaction. Various aspects of total job satisfaction were discovered to have a large positive relationship with one another, resulting in a considerable increase in overall job satisfaction.

There's a link between overall training satisfaction and the job's employee development element satisfaction. The study highlights a crucial component in the formation of work satisfaction among employees personnel in a corporate environment where information is shared and learned. The investigation emphasises the necessity for businesses to focus on developing employee capacity and concentrating on employee development in order to achieve job satisfaction and a competitive edge for the company a business structure.

In the current Indian context, where the public sector and the private sector are in a neck-and-neck rivalry, Maurya &Kaushik (2013) focused on the challenges of public sector employees receiving on-the-job training from the perspective of work satisfaction. This research analyses work happiness, as well as its strategic execution and consequences for the future employee retention and growth of the organization's human resources in particular as well as society as a whole. Our primary focus in this research has been on locating job scores. Employees of all cadres—officers, managers, and public workers—have a satisfaction index (JSI) organisation of the sector It is recommended that a public sector employee in the officer category has received a high score.Job Satisfaction.

Emami, M. (2012) explored the link between lower-level workers' job satisfaction, job participation, and organisational commitment. The study employed work satisfaction and job participation as independent variables, while organisational commitment was used as a dependent variable. The dependent variable was utilised. A random sample of 100 lower-level employees was used to collect data employees at the firm in question The findings revealed that, while work happiness and job security are important, Job participation is highly linked to organisational commitment, and job satisfaction is a major factor. Organizational commitment accounts for a greater share of variation than occupational participation.

Intrinsic work satisfaction, extrinsic job satisfaction, and total job satisfaction were all shown to be considerably and strongly inter-correlated, implying that they are all equally linked to organisational success and commitment. As a result, the research suggests that managers should do all possible to promote.

Work satisfaction and job participation in their organisations are both important, but job satisfaction is the more important. A research was conducted by Costen, WM, and Salazar, J (2011) to investigate the association between the two between employee job satisfaction and the desire to stay with the company Likewise, recent research The influence of human resource practises has been a focus in the field of human resources. on a variety of business consequences The writers of this work investigate the connections.between employee work contentment, loyalty, and desire to remain in four years between training and development and employee job satisfaction, loyalty, and intend to stay in four years lodging.

In the realm of employee attitudes in general, and the most famous employee attitude in particular, work satisfaction, Lise et al (2004) discovered three significant gaps between HR practise and scientific research:

- the factors that influence employee attitudes
- Job satisfaction as a result of pleasant or unfavourable work experiences

- How to analyse and change employee attitudes. There are ideas for therapists as well as methods for addressing knowledge gaps and analysing implemented practises. The goal of future study will be to have a better understanding of human qualities like emotion. in determining what constitutes work satisfaction and how employee attitudes affect an organization's success

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

The procedures or tactics used to seek, select, process, and evaluate information on a subject are referred to as research technique. It refers to the methods and procedures used to gather and analyze data during the research process.

#### **3.1 Purpose of the Statement**

Employees play a critical role in achieving strategic goals in every area of a corporation. The goal of this study is to uncover the characteristics that motivate employees at large information technology (IT) firms. Staff satisfaction is a strong employee retention indication Employee satisfaction rises when organisations engage in methods that foster positive working relationships because employees think their abilities are being utilised and that their efforts are valued.

In the present atmosphere, employee retention has become a big problem for businesses. Individuals who have received training are more inclined to switch firms in search of better opportunities. Employees are motivated to seek new employment for a variety of reasons, including competitive salary, flexible working hours, a more pleasant working environment, and growth opportunities.

The survey's goal is to gauge employee satisfaction in the IT industry. The research attempted to address a variety of research concerns.

## **3.2 Research Design**

The researcher's framework for the approach and manner of market place studies is referred to as examine layout. Study layout enables researchers to apply the maximum suitable procedures for studies and to correctly set up their investigations within side the future.

Effective studies reduce statistics bias and will increase self belief within side the accuracy of the statistics collected. A layout that gives the least quantity of mistakes is frequently taken into consideration the preferred final results in an experimental examine. Here are the traits of a studies plan:

- Neutrality
- Reliability
- Validity
- Generalization

This study will utilise a descriptive research design since it focuses on the "what" of the research project rather than the "why" of the research project. Its main focus is usually on defining the problem and its solution.

## **3.3 Data Collection**

Primary data will be gathered using digital questionnaires distributed among working professionals, which will include a variety of questions about training and development, its importance, the impact of Covid-19, modes, time, and the working professionals' growth perspectives.

### 3.3.1 Primary data Sources

Primary data the data will be collected through digital questionnaire circulated among employees of IT sector consisting all kind of questions related to age, sex, company in which they work, incentives, perks, designation, bonuses, retention years.

### 3.3.2 Method of collecting Primary data

This study uses a quantitative research technique to establish facts about the subject (questionnaire).The systematic examination of phenomena utilising quantifiable data and statistical, mathematical, or computer methodologies is characterised as quantitative research.. The purpose of this study is to use a standardised questionnaire to collect data on employee work satisfaction in the IT industry. Basically an questionnaire is a sort of research tool that consists of a series of questions designed to elicit data from respondents.

### 3.3.3 Sampling Method

Because the sample size is made up of IT professionals, convenience sampling was used in this study. ‘‘Convenience sampling is a non-probability sampling approach in which samples are selected from the population only on the basis of the researcher's accessibility.

### 3.3.4 Sampling Size

A sample size of 100 Employees has been taken in this study.

## **3.4 Hypotheses of the study**

In accordance with the study's purpose, the following null hypotheses have been generated to test their relationship with the following variables.

The null hypotheses are as follows:

In order to compare men and women's overall job satisfaction,



Ho: There is no substantial difference between men and women in terms of overall work satisfaction.

H1: There is a large discrepancy between men and women in terms of overall job satisfaction.

To compare and contrast "working for the same business" with "working for numerous firms" in terms of overall satisfaction.

Ho: There is no significant difference in overall job satisfaction between respondents who worked for the same company and those who worked for other firms.

H1: There is a lot of variance in how people respond at work.

### **3.5 Data Analysis Tool**

The data collected by the survey was statistically analysed. It is coded, assembled, and tabulated using descriptive statistics, which comprises summarising variables using various frequencies, percentages, mean, and standard deviations, and then displaying the findings in tables and charts. A Microsoft Excel spreadsheet is used to do the data analysis.

The study's hypothesis is based on the main data, which was then submitted to regression analysis. The regression analysis is used to highlight the relationship between variables and to help with hypothesis testing.

# Chapter 4

## Data Interpretation and Analysis

The questionnaire circulated among the employees of IT sectors includes questions with unique agenda to fulfill. Following are the analysis of the responses –

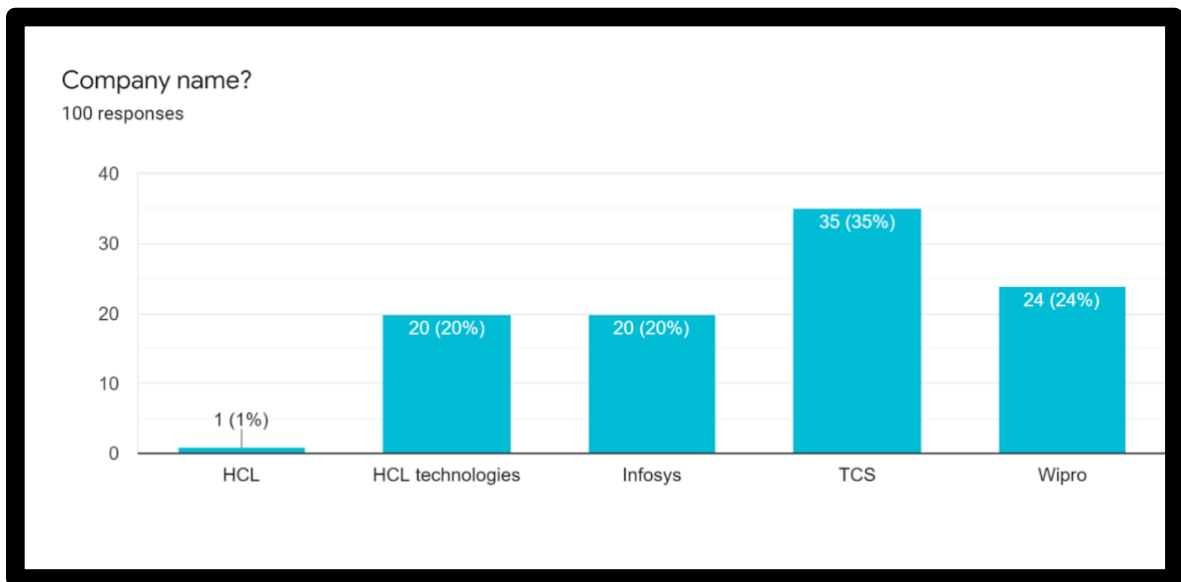
### 4.1 Section A (Personal Information)

#### 4.1.1 Company of the respondents

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine the company of respondents.

**Results obtained** -The company classification of all the employees of IT industry that responded to the survey are presented in Chart 4.1 below.

*Chart 4.1 - Distribution of company of respondents*



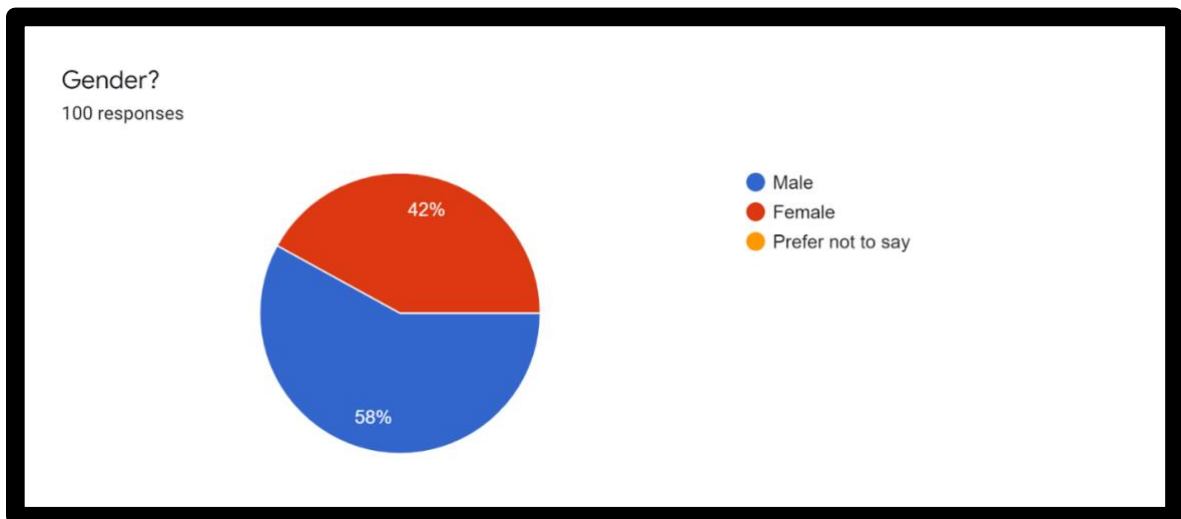
**Analysis of the results** - There were least employees from INFOSYS company (20%) who responded and maximum employees were from TCS Company (35%) who responded.

#### 4.1.2 Gender of the respondents

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine the gender category of respondents.

**Results obtained** -The gender classification of all employees of IT sector that responded to the survey are presented in Chart 4.2 below.

*Chart 4.2 – Distribution of Gender of the respondents*



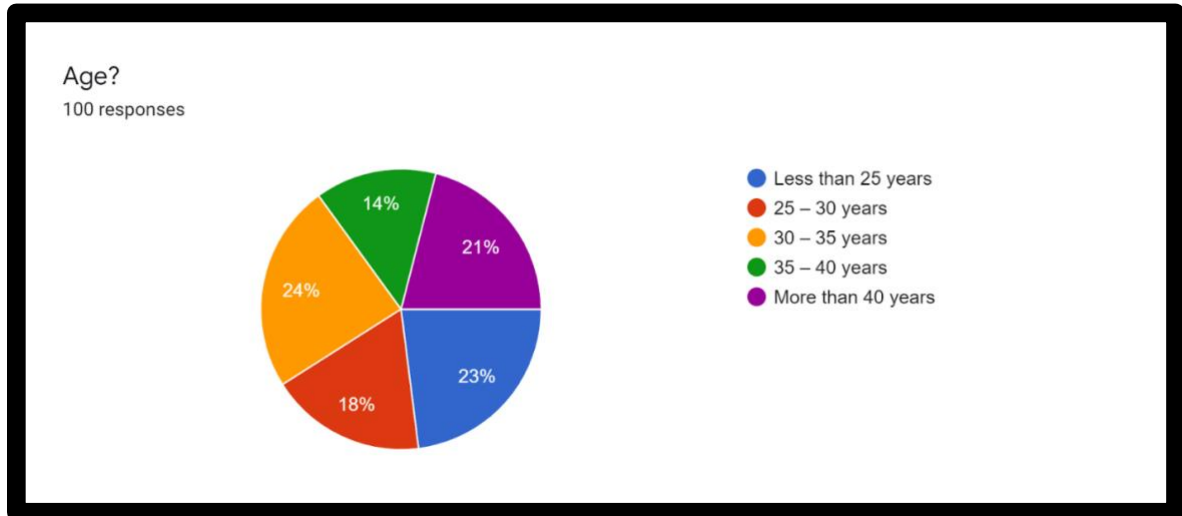
**Analysis of the results** In this survey, male respondents constituted the largest percentage as compared to female respondents (see table 4.1), with 58 percent of male respondents and 42 percent of female respondents.. This also shows that the study is more or less fairly distributed among males and females.

#### 4.1.3 Age of the respondents

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine the age category of respondents.

**Results obtained** -The age classification of employees of IT sector that responded to the survey are presented in Chart 4.3 below.

*Chart 4.3 - Distribution of Age of the respondents*



**Analysis of the results** - Most of the responses are between less than 25 years of age as this research is limited to employees of IT sector. This area is dominated by 30-35 years of age, covering 24% followed by 23-21% (25-40 years of age). The least percentage covered is by the age group 35-40.

## **4.2 Section B (Analysis of Respondents)**

### 4.2.1 Work Experience of the respondents

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine the work experience (in years) of respondents.

**Results obtained** -The work experience classification of all employees of IT sector that responded to the survey are presented in Chart 4.4 below.

Chart 4.4 – Work Experience distribution of the respondents

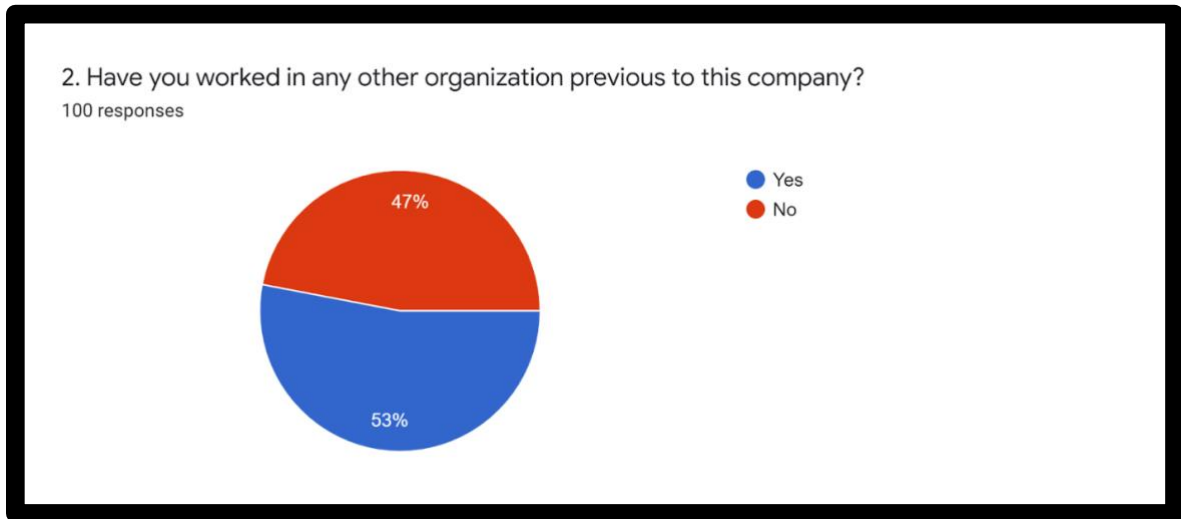


**Analysis of the results** - Most of the respondents have less than 2 years of experience, might be freshers covering 57% of the area. The 2nd position is dominated by 5-8 years of experience followed by more than 10 years of experience and the age group 8-10 years have least years of experience (2%). This shows good mix of respondents in terms of freshers and experienced respondents.

#### 4.2.2. Previous Company Statistics

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine working statistics(yes/no) of respondent previous to current company?

Chart 4.5 - Previous company statistics of the respondents

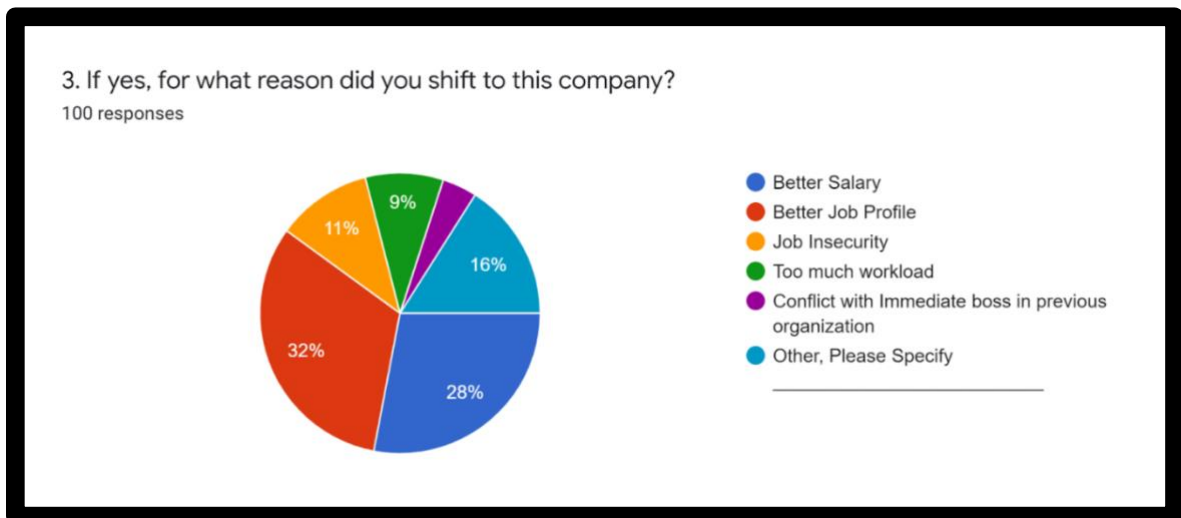


**Analysis of the results** - Most of the employees (53%) have worked in some another company prior to their current company. Factors that lead them to change their company might be workload, promotion, perks.

4.2.3. Reason for moving to another company

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine what was the reason of shifting from respondents.

Chart 4.6 - Reasons for shifting from the respondents

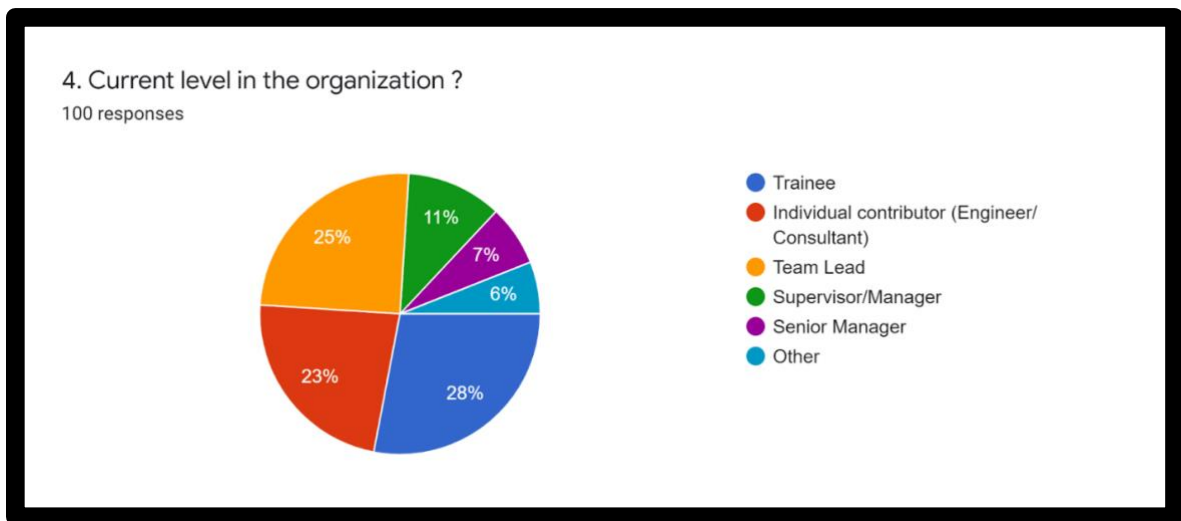


**Analysis of the results** - Most of the employees (32%) moved to another organization due to better job profile .It could be good start for their career followed by people who moved because of better salary as money could be biggest motivator for them it could be the most vital reason for job change and least respondents (4%) had conflict with their immediate boss in previous organization.

#### 4.2.4. Current level in Organization

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine what was respondents current level in organization?

*Chart 4.7 - Current level of respondents in organization*

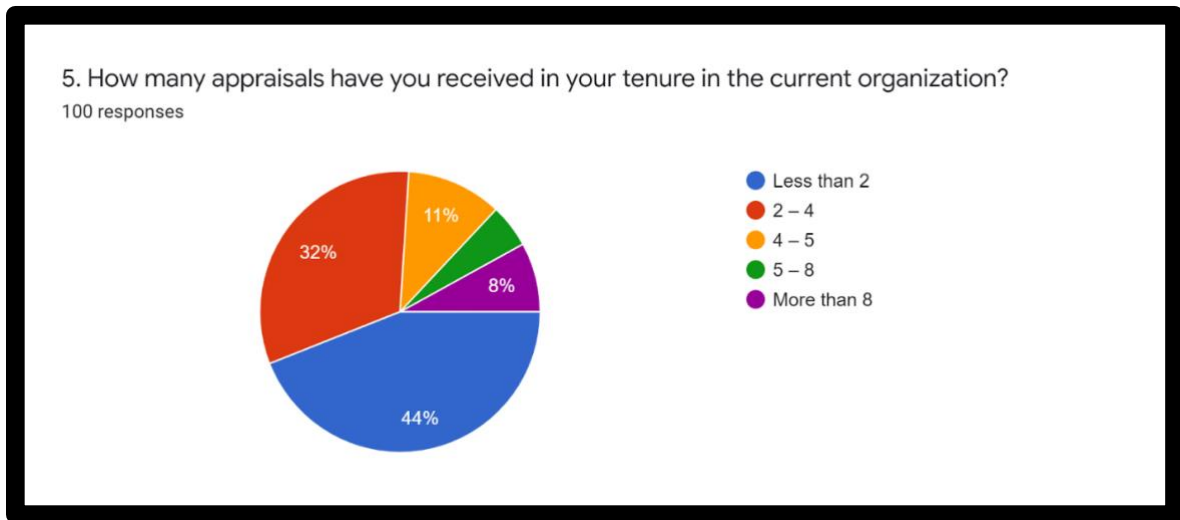


**Analysis of the results** - Most of the respondents (28%) are trainee in current organization and are freshers and are part of the training program of company followed by respondents who are teams leads (25%) and having exceptionally good work experience. And least respondents (6%) have designations other than these designations.

#### 4.2.5. Number of Appraisals

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine that how many appraisals have employees received in their current organization.

*Chart 4.8 - Number of Appraisals received by respondents*



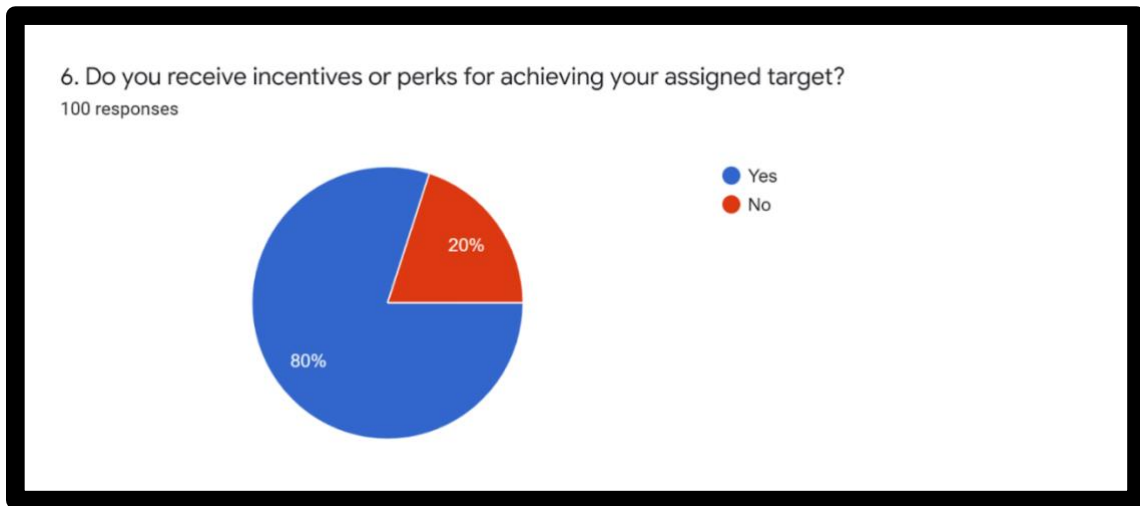
**Analysis of the results** - Most of the employees (44%) have received less than 2 appraisals in their current organization as they are freshers and they are not trained enough because of which their productivity lacks. There are respondents with 2-4(32%) appraisals as they might be trained and has good performance over the tasks of company and least employees (5%) received 5-8 appraisals are working professionals are less than trainees in present survey.



#### 4.2.6. Incentives/perks

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine whether respondents received incentives or perks on achieving their target?

*Chart 4.9 - Whether respondents received incentives or perks on meeting target*

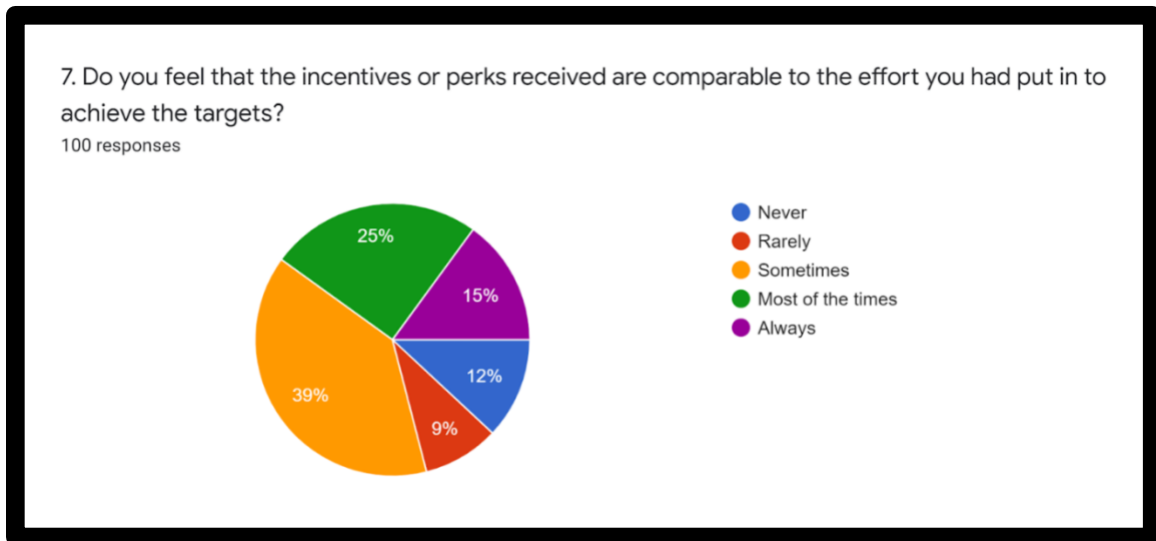


**Analysis of the results** - Most of the respondents (80%) received perks or incentives for achieving their assigned target. It can boost morale of employees and develop a sense of team work through healthy competition whereas 20% respondents don't receive any kind of perks or incentives so it can decrease employee retention rate and their productivity.

#### 4.2.7. Satisfaction level from perks or incentives received

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine whether respondents feel that incentives or perks they achieved are comparable with the level of their hard work?

*Chart 4.10 - Whether respondents find perks are comparable with their level of hard work*

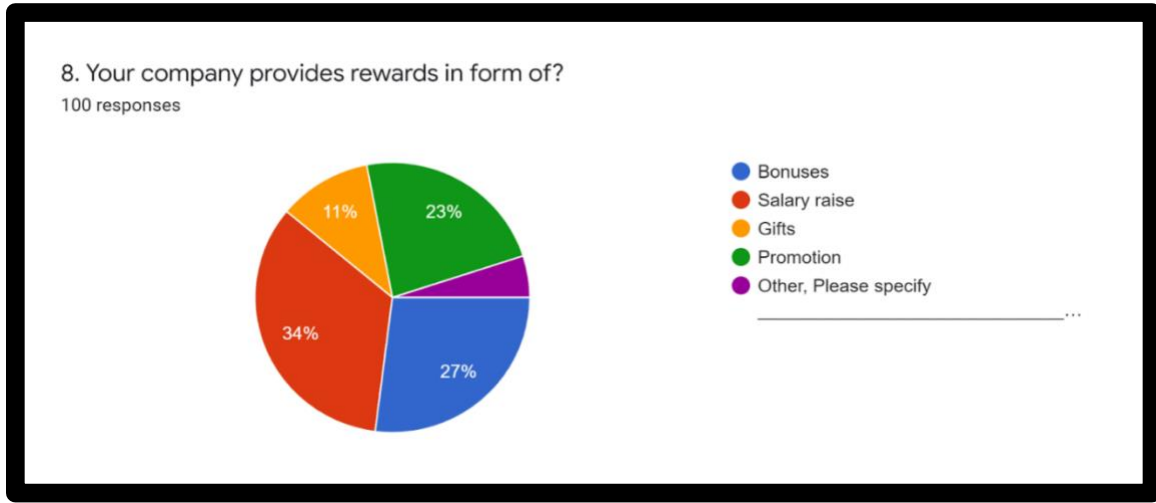


**Analysis of the results** - Most of the respondents (39%) feel that only sometimes they feel that their efforts are comparable to the perks and incentives they receive followed by respondents (25%) who feel that Yes their hard works pays them off in the form of perks or incentives by the company Incentives increase performance by boosting the value people assign to work goals, causing them to make stronger commitments to those goals and achieve them. And least respondents (9%) feel that they rarely feel that they get perks or incentives comparable to their hard work.

#### 4.2.8. Reward System

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine in which form do respondents receive rewards by their company?

*Chart 4.11 - Reward system received by respondents*

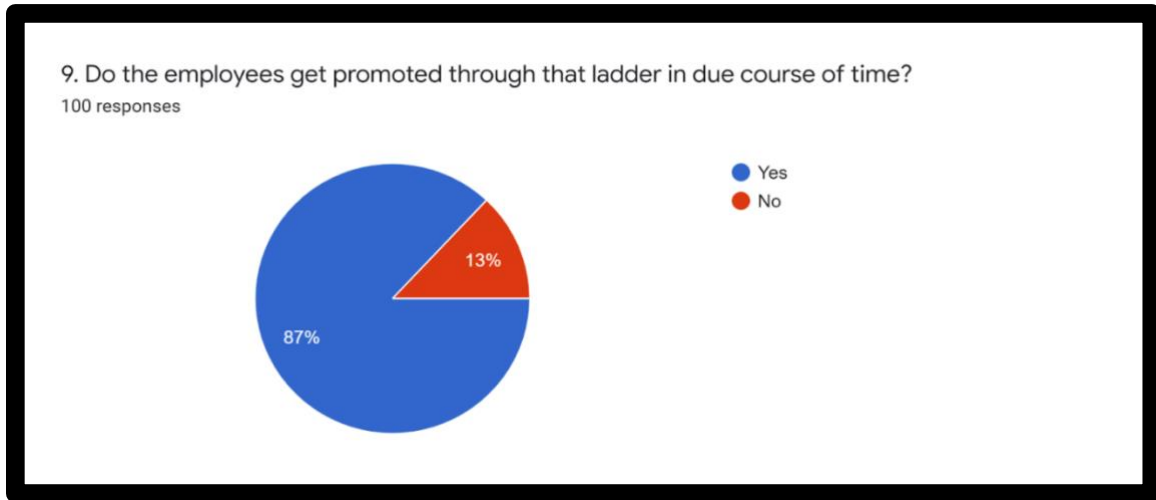


**Analysis of the results** - Most of the employees (34%) receive rewards in the form of salary rise through which they can remain motivated to work more hard and fulfill goals and objectives of company in addition to employees (23%) who received rewards in the form of promotions. And very less employees around (5%) who did not revealed that in which form did they received rewards.

#### 4.2.9. Promotion

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine that whether the respondents get promoted through rewards in due course of time

*Chart 4.12 - Effect of Reward system on promotion of respondents*

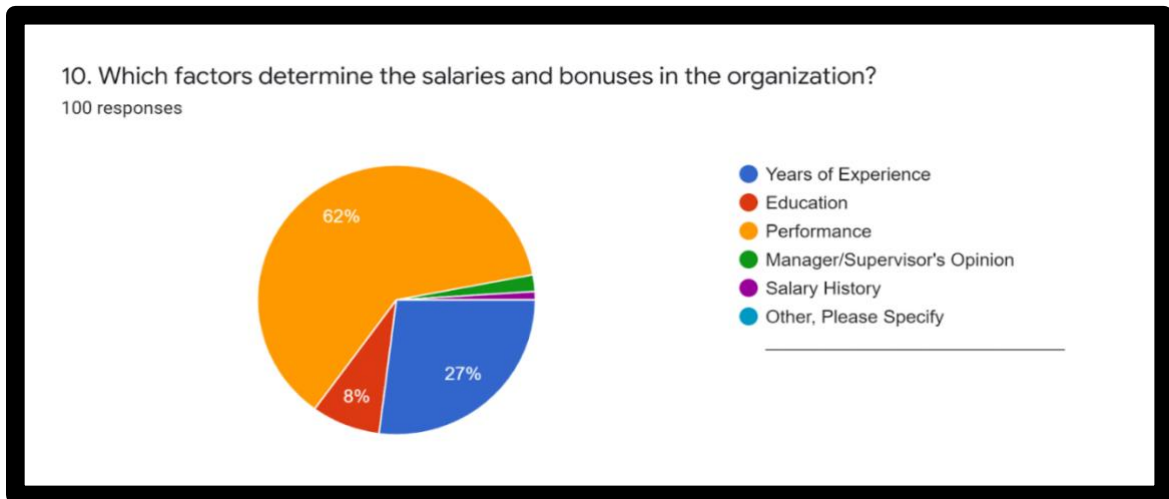


**Analysis of the results** - Majority of employees (87%) think that they could be promoted through ladder of rewards but there are still some respondents (13%) who think that they won't be able to get promoted too soon. This will cause absenteeism amongst employees and they might feel less motivated which can affect their productivity level.

#### 4.2.10. Promotion Factors

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine which factors affect promotion of employees?

*Chart 4.13 - Factors determining Bonuses and salaries of respondents*

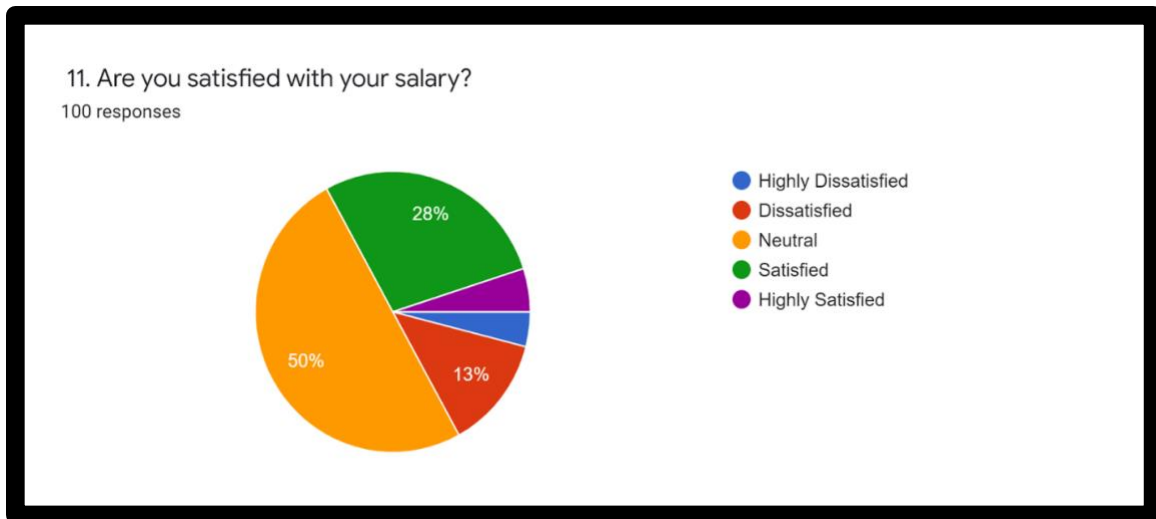


**Analysis of the results** - Majority of respondents (62%) feel that their salaries and bonuses are dependent on their level of performance through their tasks given by the company. Additionally some respondents do feel that their salaries and bonuses depend on years of experience as they have more experience and are trained professionals who could be beneficial to the company. And only 1% respondent feel that it depends on salary history of employees that if they have a high pay scale only then they would receive hike in their salary in the form of bonuses .

#### 4.2.11 Satisfaction Level

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine whether the respondents are satisfied with their salaries?

*Chart 4.14 Determining satisfaction level from salaries*

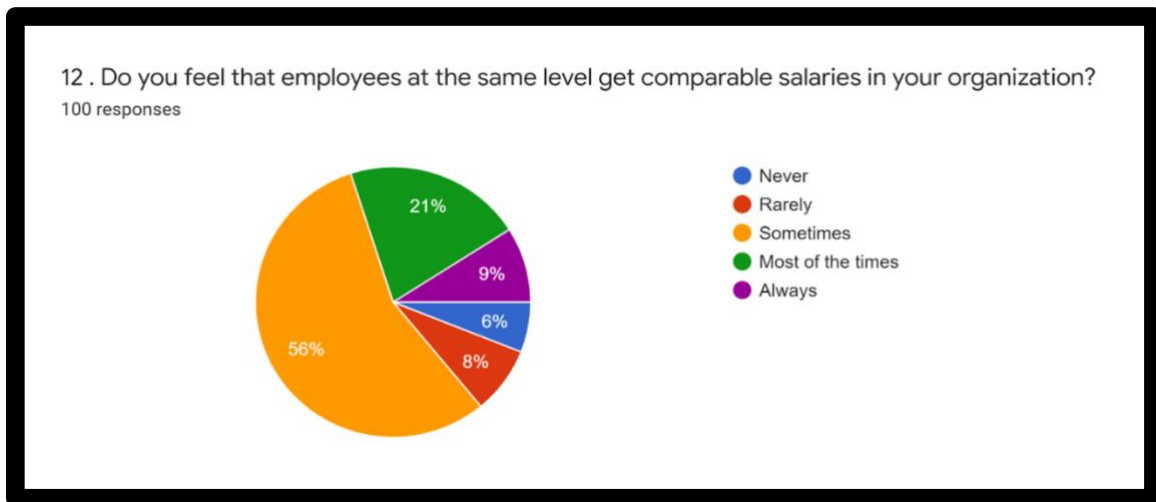


**Analysis of the results** - Most of the respondents (50%) had neutral feeling about satisfaction level from their salaries but they won't mind if there is an increase in their salary while 28% respondents were satisfied from their salary while only few respondents around (4%) were highly dissatisfied from their salaries it might cause decline in their productivity levels and may harm their work due to lack of motivation.

#### 4.2.12 Comparable salary

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine whether the respondents with same designation get comparable salaries?

*Chart 4.15 Determining satisfaction level from salaries of respondents having same designation*

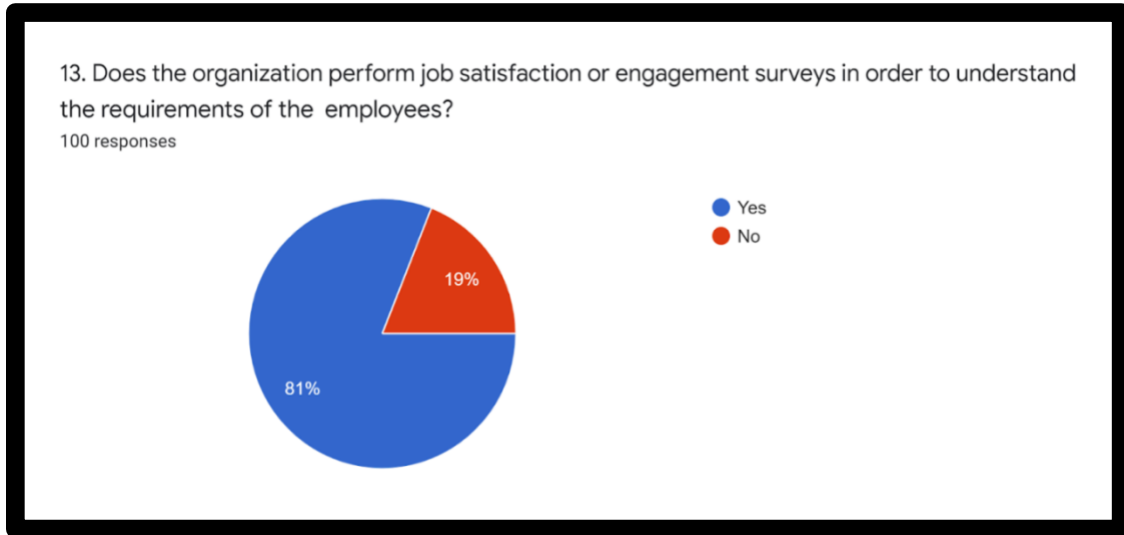


**Analysis of the results** - It is well said that the grass is more greener in someone's else side. Majority of respondents (56%) sometimes feel that employees at same level get comparable salaries in organization. There might be performance phenomenon which could be possible reason to this problem. While on contrary 21% respondents feel that it happens most of the times as consumers are rational their wants and demands are endless. And least respondents (6%) feel that that they never get comparable salaries and there is some bias prevailing in organization.

#### 4.2.13. Job satisfaction/Engagement Survey

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine whether the company perform job satisfaction/Engagement surveys in order to determine needs of Respondents?

*Chart 4.16 - Determining whether company perform Job satisfaction/Engagement Survey*



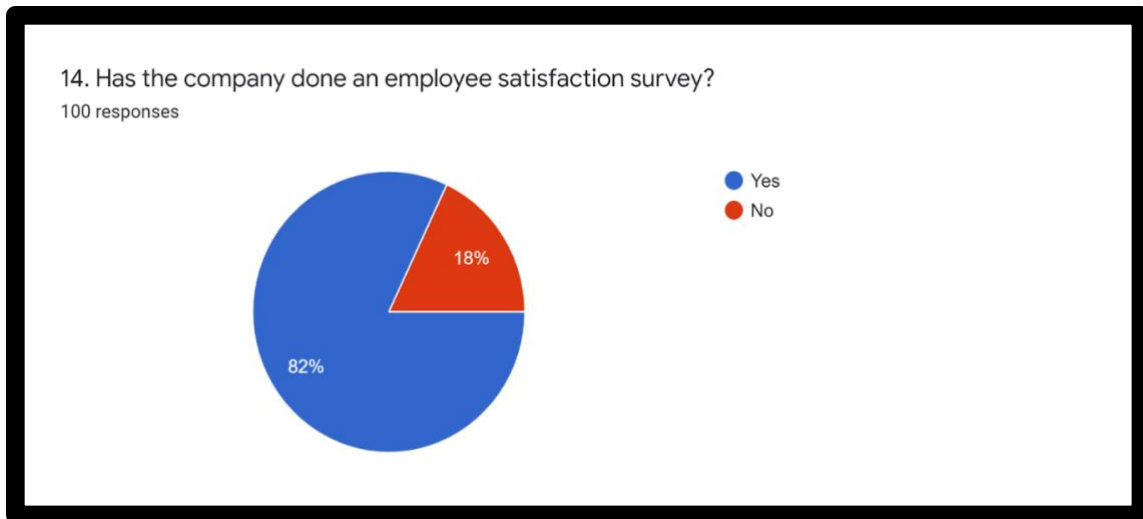
**Analysis of the results** - Most of the respondents (81%) agreed that yes their organization perform Job satisfaction/Engagement Survey. It is important as it identifies needs of respondents and identifies persistent issues prevailing amongst employees. And still 19% respondents said company don't perform Job satisfaction/Engagement Survey , They don't take direct feedback from them about their needs and issues and it discourages open communication in organisation.



#### 4.2.14 Employee Satisfaction

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine whether the company perform employee satisfaction surveys

*Chart 4.17 - Determining whether company perform Employee satisfaction Survey*

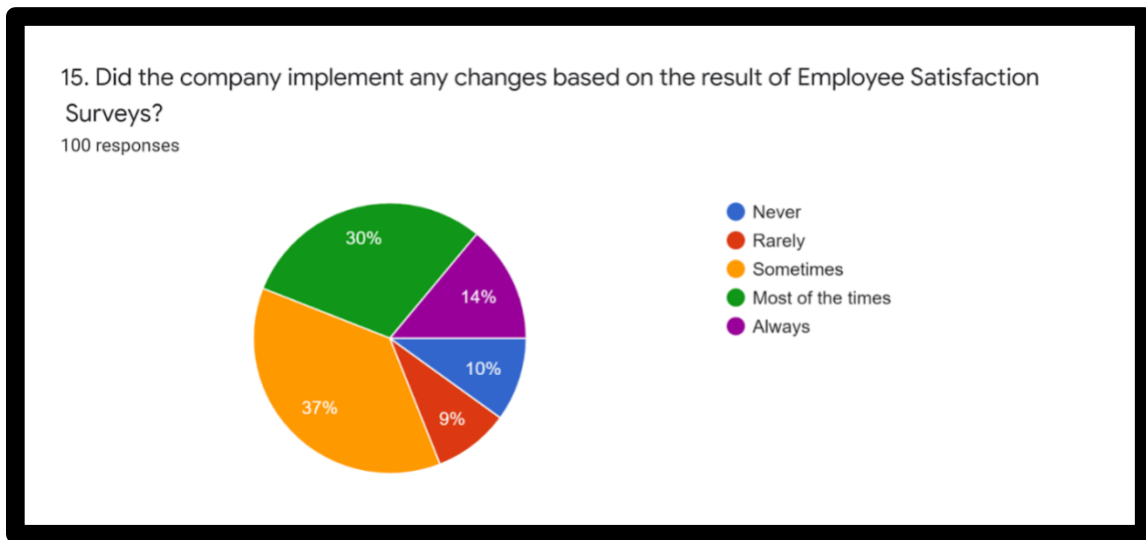


**Analysis of the results** - Most of the respondents (82%) agreed that yes their organization perform Employee satisfaction Survey. As it is important to know how employees feel about their work environment whether they are proud for working for the company or not But still 18% respondents feel that the organization do not look after their well being and gives least focus on their existing problems.

#### 4.2.15 Change in Implementation

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine whether the company implement any change based on employee satisfaction surveys?

*Chart 4.18 - Determining whether company implement any change based on employee satisfaction surveys*

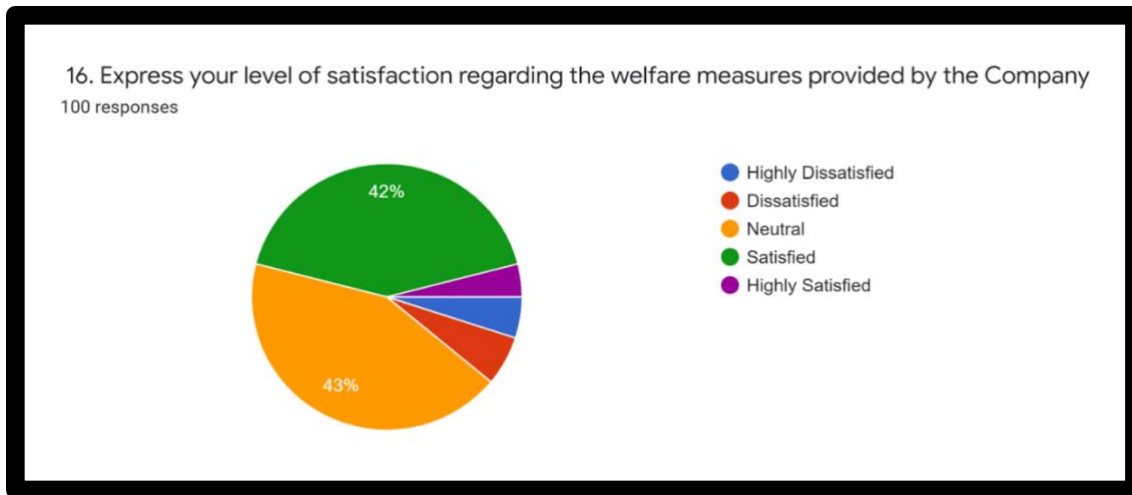


**Analysis of the results** - Most of the respondents (37%) feel that only sometimes company take action because of the employee satisfaction survey held while 30% respondents feel that most of the times company take action due to survey as company should try to assess the needs of employees and look towards the issue they are facing and maintain good work culture in organization. Least respondents 9% feel that rarely company take actions after the survey which might create negative effect on employee retention in company.

#### 4.2.16 Welfare measures of company

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine satisfaction level of employees from welfare methods of company?

*Chart 4.19 - Determining satisfaction from welfare methods of company?*

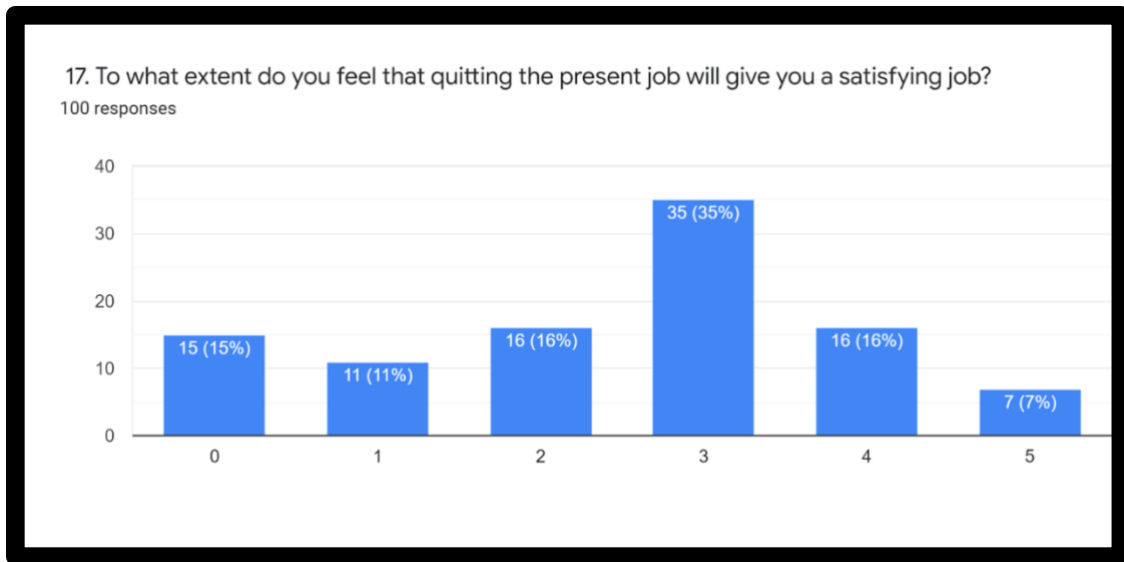


**Analysis of the results** - Most of the respondents (43%) have neutral feeling about satisfaction level of employees from welfare methods of company. 42% of respondents are satisfied by their welfare methods as employees need maternity leaves, compensation, PF benefits, sanitization and safety. Only 4% of employees are highly satisfied.

#### 4.2.17 Satisfying job

**Purpose of the question** - The purpose of the question of the questionnaire (refer to annexure) was to determine whether quitting current job would make respondents more satisfied?

*Chart 4.20 - Determining satisfaction from quitting current job*



**Analysis of the results** - Majority of respondents (35%) feel that quitting current job would make them more satisfied. As humans are always rational they are always in a hope to find something better and get something more but only 7% respondents are satisfied with their current job.

#### **Background Information from the Respondents**

The Frequency Distribution (shown below) depicts how data is divided into mutually exclusive classes and the number of occurrences in each. The distribution of replies per firm is depicted in Figures 1 to 5. It is apparent that INFOSYS personnel provided 20 of the 100 responses, HCL Technologies employees provided 21, WIPRO employees provided 24, and Tata Consultancy Services employees provided 35.

<b>Company</b>	<b>Frequency</b>	<b>Percent</b>
<b>Infosys</b>	20	20
<b>Wipro</b>	24	24
<b>TCS</b>	35	35
<b>HCL Technologies</b>	21	21

*Table 4.1 Company Distribution*

It depicts 4 companies and frequency and percentage of respondents of each company stated besides it.

<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
<b>MALE</b>	58	58
<b>FEMALE</b>	42	42
<b>TOTAL</b>	100	100

*Table 4.2 Gender Distribution*

It depicts gender classification of males and females with their frequency.

	<b>FREQUENCY</b>	<b>PERCENT</b>
<b>Less than 25 years</b>	23	23
<b>25 – 30 years</b>	18	18
<b>30 – 35 years</b>	24	24
<b>35 – 40 years</b>	14	14
<b>More than 40 years</b>	21	21
<b>Total</b>	100	100

*Table 4.3 Age Distribution*

It depicts age of employees with the frequency of respondents.

<b>Work Experience with current company (years)</b>	<b>FREQUENCY</b>	<b>PERCENT</b>
Less than 2	57	57
2-5	12	12
5-8	15	15
8-10	2	2
More than 10	14	14
Total	100	100

Table 4.4 Work Experience Distribution

It depicts work experience of employees in years for each company

<b>Current Level in Organisation</b>	<b>FREQUENCY</b>	<b>PERCENT</b>
<b>Trainee</b>	28	28
<b>Individual contributor</b>	23	23
<b>Team lead</b>	25	25
<b>Supervisor/manager</b>	11	11
<b>Senior manager</b>	7	7
<b>Other</b>	0	0
<b>Total</b>	100	100

Table 4.5 Current level distribution

It depicts current level of employees in organization

To explore the factors that impact work satisfaction among diverse groups, the two-sample (independent groups) t-test is utilized. It determines whether the unknown means of two populations are different based on independent samples from each community. If the two-sample means are sufficiently distant from each other, the population means are

considered to be different. Respondents were asked to assess their overall work satisfaction in this survey. The satisfaction rating is unaffected by respondent type, which means that each respondent provides their own assessment without relying on the opinions of others. It's more crucial to know whether two groups of respondents have the same or different ratings. In this section, we compare the overall satisfaction ratings of the various types of respondents.

- Employees of both sexes
- Employees who worked for the same company as well as employees who worked for a competitor

"A two-sample t-test assuming equal variances/unequal variances (depending on the scenario) is used to test the hypothesis that the resulting mean score of the related aspect for the two types of segments is same."

A- Differences in Overall Job Satisfaction Between Men and Women Gender (Male and Female) and total job satisfaction are our data considerations for the t-test to compare overall work happiness among genders.

Formulating a Hypothesis

Ho- There is no substantial difference between men and women in terms of total job satisfaction.

H1- There is a huge disparity between men and women in terms of overall job satisfaction.

	<b>Segment</b>	<b>N</b>	<b>Mean</b>	<b>Standard deviation</b>	<b>Std error mean</b>
<b>Overall Job satisfaction level</b>	Male	58	0.58	6.403	3.201
<b>Overall Job satisfaction level</b>	Female	42	0.42	5.507	2.753

*Table 4.6*

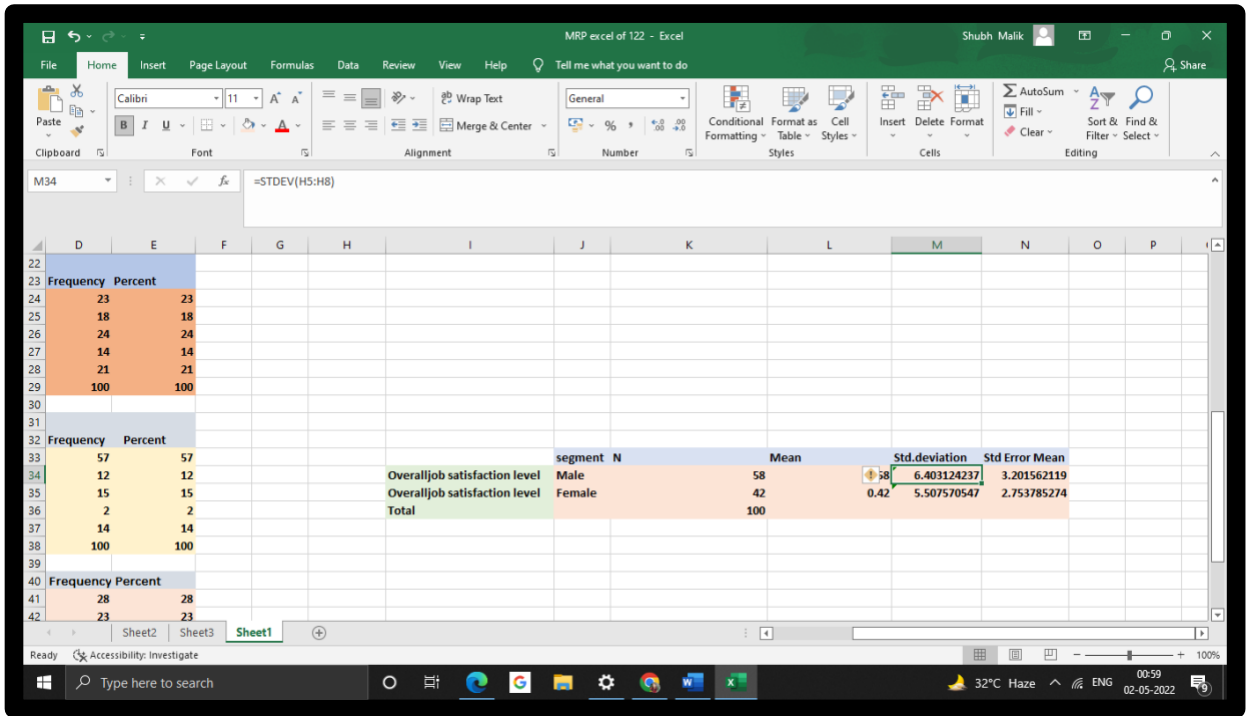


Figure 4.1

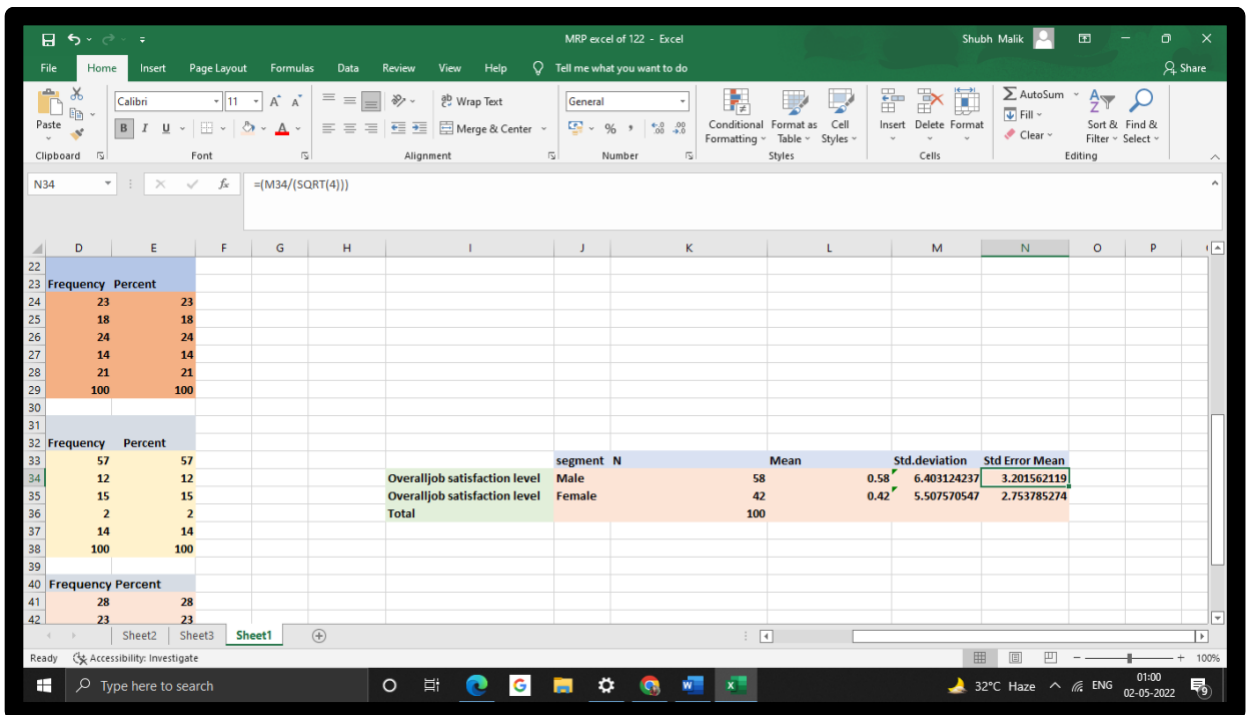


Figure 4.2



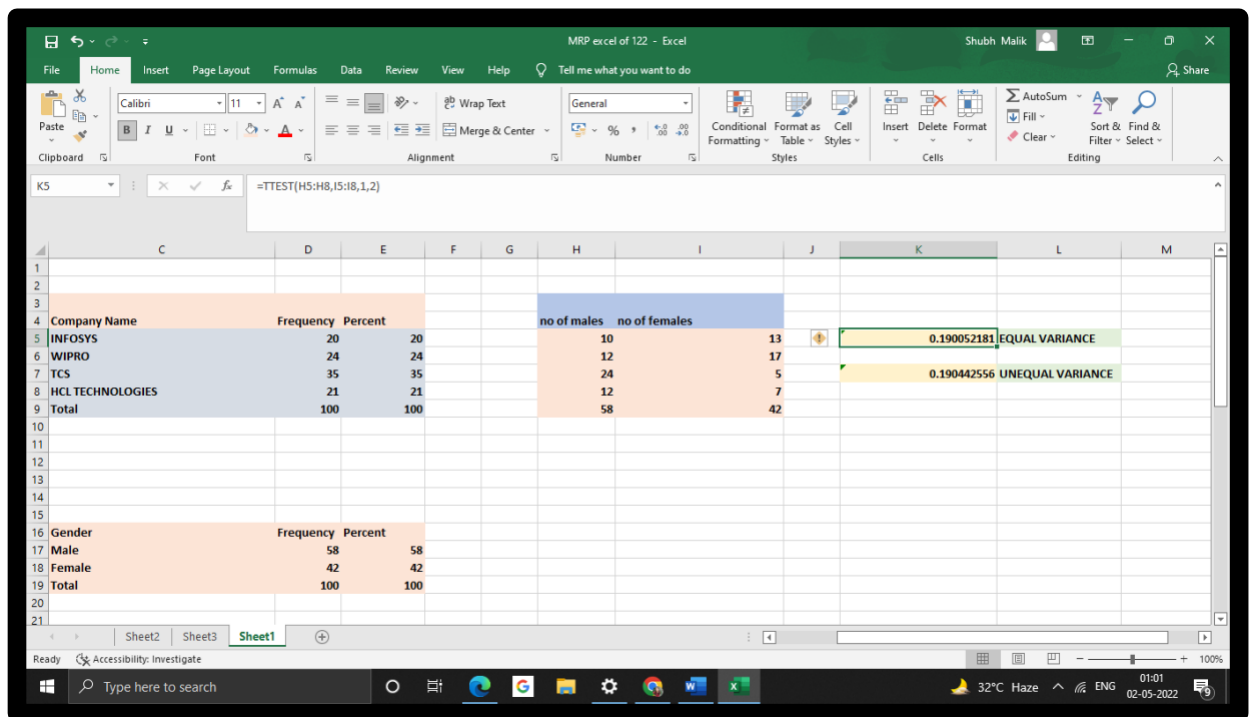
The average overall work satisfaction rating for males is 0.58, with a standard deviation of 6.403. Females had a 0.42 total job satisfaction rating, with a standard deviation of 5.507.

<b>T test equal variances-</b>	<b>T test un-equal variances-</b>
<b>0.190052181</b>	<b>0.19044256</b>

*Table 4.7*

In this table I have run a two-sample equal variance t-test and two sample unequal variance T-test .T test equal variances=0.190 and T test un-equal variances=0.190. Since the two variances are equal that is why the why the equal and un-equal variances of T-test are showing similar results.

That is why the result is statistically significant and follows a normal distribution.



*Figure 4.3*

It depicts case of equal variance

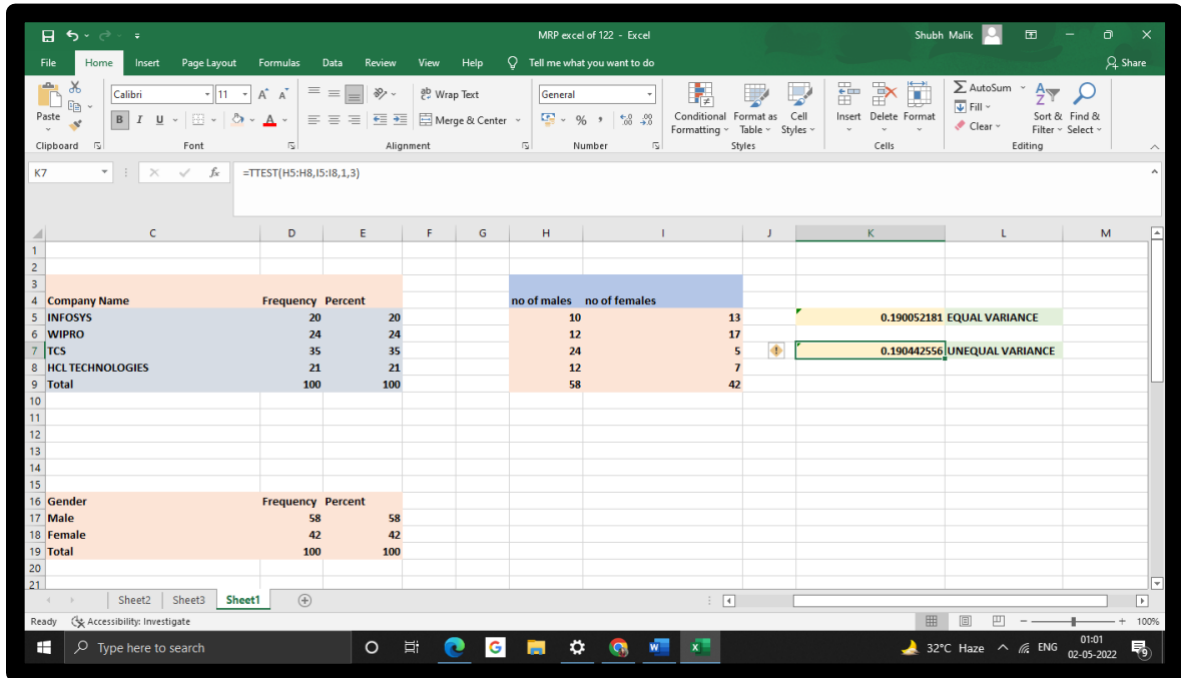


Figure 4.4

It depicts case for unequal variance.

<b>t-Test: Two-Sample Assuming Unequal Variances</b>		
	variable 1	Variable 2
<b>Mean</b>	16	9.666666667
<b>Variance</b>	48	41.33333333
<b>Observations</b>	3	3
<b>Hypothesized Mean Difference</b>	0	
<b>Df</b>	4	
<b>t Stat</b>	1.160609721	
<b>P(T&lt;=t) one-tail</b>	0.155173975	
<b>t Critical one-tail</b>	2.131846786	
<b>P(T&lt;=t) two-tail</b>	0.31034795	
<b>t Critical two-tail</b>	2.776445105	

Table 4.8

Basically it depicts -Test: Two-Sample Assuming Unequal Variances.

The average of the two variables is 16 and 9.66, respectively. There are 4 degrees of freedom because we interviewed 4 companies. We do not reject the null hypothesis because the value (0.155) is greater than the significance level (0.05). [p value is the observed probability of null hypothesis occurring, calculated from sample data by appropriate method, TT is two samples for unequal variance in this case].

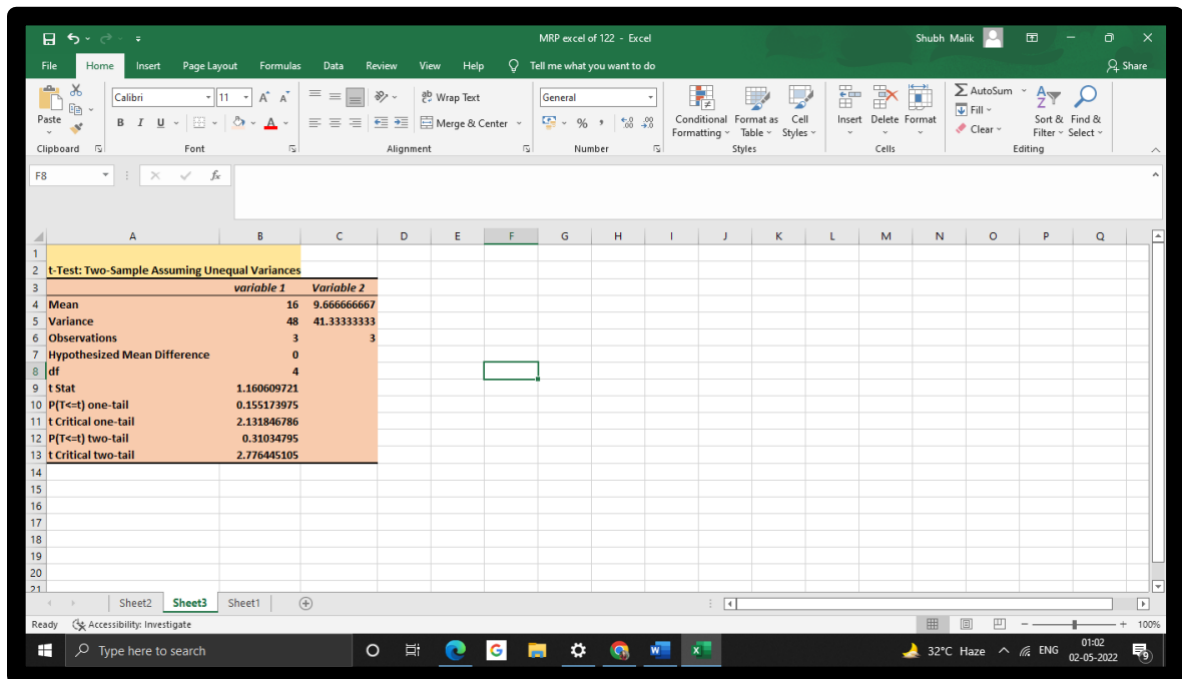


Figure 4.5

<b>t-Test: Two-Sample Assuming Equal Variances</b>		
	Variable 1	Variable 2
<b>Mean</b>	14.5	10.5
<b>Variance</b>	41	30.33333
<b>Observations</b>	4	4
<b>Pooled Variance</b>	35.66666667	
<b>Hypothesized Mean Difference</b>	0	
<b>df</b>	6	
<b>t Stat</b>	0.947204446	
<b>P(T&lt;=t) one-tail</b>	0.190052181	
<b>t Critical one-tail</b>	1.943180281	
<b>P(T&lt;=t) two-tail</b>	0.380104361	
<b>t Critical two-tail</b>	2.446911851	

*Table 4.9*

This table depicts two-sample t-test for unequal variances

The mean of the two variables is 14.5 and 10.5, respectively. There are 4 degrees of freedom because we interviewed 4 companies. We do not reject the null hypothesis because the value (0.190) is greater than the significance level (0.05). [p value is the observed probability of null hypotheses, calculated from sample data by an appropriate method, two T Test samples give equal variance in this case]

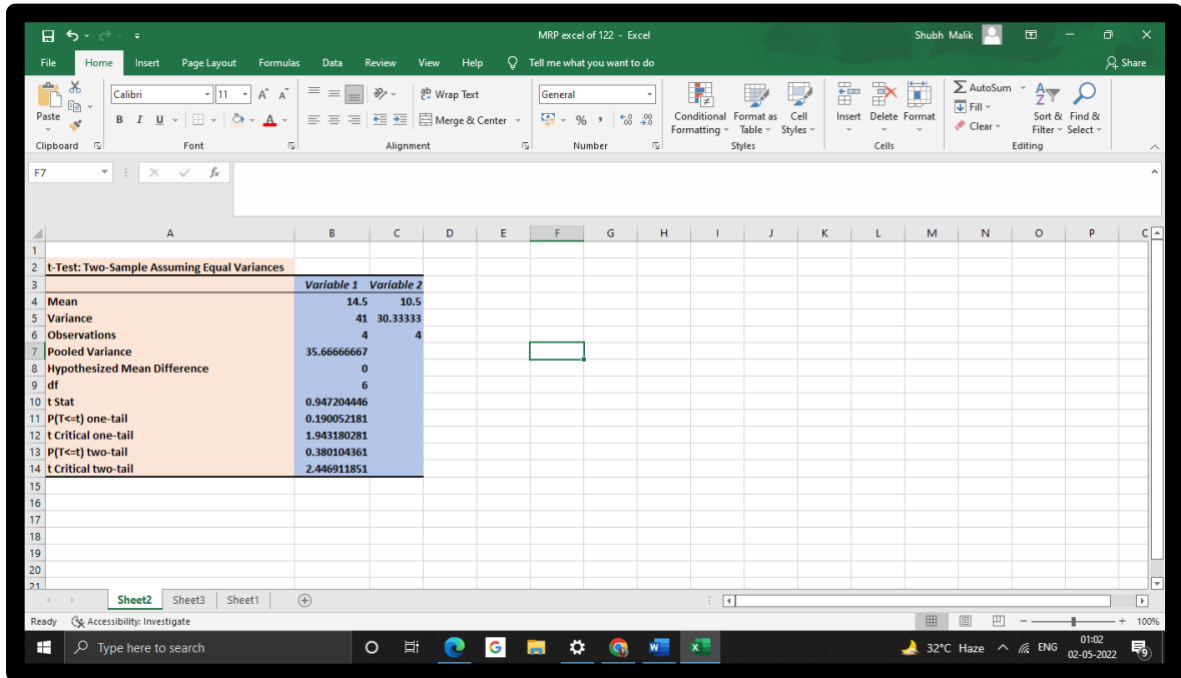


Figure 4.6

From the "Independent Samples Test" in Table above, the F-test (Levene's test) for assessing equality of variance is examined first. The variances are not statistically significant, as indicated by the p-value of 0.190 (which is greater than 0.05). As a consequence, the scenario of "Equal Variances Assumed" may be investigated.

The results of the "t-test for Equality of Means" are examined. The p-value for the equal variances t-test is 0.190. Because the p-value is more than 0.05, it is determined that the difference in total work satisfaction between the two groups is less significant.

The 95 percent confidence intervals for the difference in means are shown in the final two columns of the previous table.

### 4.3 Findings

It Employees are seeking a more pleasant and flexible work environment, knowing that there are many organisations willing to meet their needs andwilling to make them available. Aside from allowing the user to be more flexible, This choice also contributes to employee satisfaction.as well as assistin an individual in achieving work-life balance.

Employees nowadays expect their bosses or supervisors to assign them a job and then enable them to work in their own way. This promotes employee creativity and increases productivity. Some fantastic outcomes. In addition leads to a breakthrough in the field task. The majority of large organizations in the IT industry provide employees with the opportunity to learn new skills. They have the flexibility to work in their own style. The staff will thereafter be able so that others can benefit from their approach and expertise.

Employees should feel like they are a part of the organisation if they have the freedom to do so. It is particularly significant in the IT business, since the company is represented by an employee and clients to the firm they are the company's public face the clients, and hence the greater their sense of belonging to the more experience they have, the more confidently they will be able to represent the company.

When you're confronting a difficult scenario, management steps in to help: To acquire the best results in the world of IT, an individual must try a number of different things intended outcome It is critical for you to receive the greatest outcomes possible. Management must believe in and support the employee. They'll be able to use them in the needed urgent scenarios. Expected many times In projects, challenges develop that the management is well aware of in such cases, rather than blaming the victim, Management should be encouraging and supportive of employees encouraging. This fosters trust in the business leadership.

Respect you: Management and leaders must recognise that each employee is the best in their industry and has worked hard to get there. As a result, everyone should be treated with the utmost respect, regardless of their position. Every now and again, a circumstance arises. When everyone is under a lot of stress, such as at work when there are a lot of deadlines to meet, this happens. This is the moment to put your management or leadership skills to the test. As a result, in these instances, managers must keep their cool and be polite to their staff.

The organisation prioritizes and encourages innovation over revenue: The only long-term answers to the global market's sustainability are innovation and change. To stay viable in the IT market, every organisation should prioritise innovation over revenue.

Freedom in issue-solving: The majority of the time, solving a problem leads to creativity. As a consequence, an employee should be given the flexibility and encouraged to come up with their own solutions to difficulties.

The corporation makes an effort to keep its employees: every employee wants to feel appreciated by their employer. When a corporation makes an effort to keep an employee, it shows that they appreciate them and do not want them to go. This not only builds trust in the employer, but it also fosters a family-like relationship with them. Keeping a bright person on board is only good for a company's success.

Shared Leadership: Shared leadership is a relatively recent idea that states that leadership should be widely spread, with people within a team and organisation leading each other. This not only allows for the identification of leadership qualities in diverse individuals, but it also aids in succession planning for businesses.

Incentives obtained are commensurate with the amount of work put in: Employee motivation relies heavily on incentives. The salary is the amount of money that a person is paid for the work that they do. However, rewards are something people receive for going above and above the call of duty step. A clear and uncomplicated incentive should be in

place for a corporation. Plan ahead of time so that employees can plan ahead of time. Better and faster incentive payouts result in increased motivation, employees. When an employee decides to quit the company, this is known as employee attrition. present employment on a voluntary basis Employees are disliked by employers. attrition, since it has the potential to derail a project that necessitates the use of certain abilities employee who has resigned. As a result, expert knowledge is required replacement on a short-notice basis.

#### **4.4 Recommendations**

Employee attrition is much greater during the first three months, according to talk with HR specialists from a few IT companies. months, and then after a few years, when a chance arises. Employees receive a lot of practical experience. It is extremely advised, according to them, that:

- Organizations should offer long-term support, care, and guidance to newcomers as they learn the ropes. I'm still learning the ropes of the job. This advice can help businesses retain employees and avoid the dreaded "brain drain." The expense of hiring new employees is always a problem for businesses. Organizations should build successful strategies as well.
- Employees who have achieved a certain level of success can participate in career planning programmes and substantial job experience in order to maintain a professional level of competence opportunities for growth of company.

#### **4.5 Limitations**

The limitations of this study are as follows:

- The size of the sample study is only limited to 100 respondents.
- There could be biasedness in collecting data or responses filled by respondents.
- The area of study is limited to IT sector.



## **Chapter 5**

### **Conclusion**

To see if two groups differed depending on an independent variable, the two-sample T-test was utilised. It was utilised in the study to compare men and women's total work satisfaction (Males and Females). According to the research, gender has an influence on job satisfaction, with a considerable difference between male and female job satisfaction in terms of total work satisfaction. The responses of 100 participants to a questionnaire were analysed using a T-test. The responders explain the type of relationship that exists between the variables.

To summarise, motivation factors have a significant impact on job satisfaction, resulting in any favourable sensations that follow a person desiring to maintain this condition for as long as possible, resulting in more work.

Job satisfaction is one of the most difficult issues for today's managers to overcome when it comes to their employees. Multiple studies have demonstrated that job satisfaction has a disproportionately high impact on employee motivation, with motivation influencing productivity and, as a result, corporate success. The perceptions of employees about their occupations, as well as their overall job satisfaction, have a substantial impact.

The majority of people in the IT field, according to the research, are happy with their work. According to the findings of this study, employees were largely satisfied with the bonuses and incentives supplied by their companies, the working environment, the flexibility in working hours, and telecommunications. offered by the IT industry, and, most crucially, with senior management's assistance

Improving employee work satisfaction provides other benefits, Customer satisfaction and staff performance are directly affected. And dependent on each other Employees who are

satisfied with their occupations are more inclined to go above and above, working harder and better.

Measuring employee satisfaction might help your organisation perform better and retain top talent. It also creates an atmosphere where employees may go from passive involvement to active engagement. Because job satisfaction isn't the same as outstanding performance, and the latter is what you should aim for.

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# **ANNEXURE**

To understand and identify the satisfaction level of employees in IT sector below questionnaire was circulated to gather data containing different set of questions related to Perks, incentives, perception of employees and their retention in IT sector.

## Section A (Personal Information)

1. Company Name of Respondents

2. Gender -

a) Male

b) Female

3. Age -

- Less than 25 years
- 25 – 30 years
- 30 – 35 years
- 35 – 40 years
- More than 40 years

## Section B (Analysis of Respondents)

1. How long have you been working with this organization?

- Less than 2 years
- 2 – 5 years
- 5 – 8 years
- 8 – 10 years
- More than 10 years

2. Have you worked in any other organization previous to this company?

- Yes
- No

3. If yes, for what reason did you shift to this company?

- Better Salary
- Better Job Profile
- Job Insecurity
- Too much workload
- Conflict with Immediate boss in previous organization
- Other

4. Current level in the organization

- Trainee
- Individual contributor (Engineer/Consultant)
- Team Lead
- Supervisor/Manager
- Senior Manager
- Other

5. How many appraisals have you received in your tenure in the current organization?

- Less than 2
- 2 – 4
- 4 – 5
- 5 – 8
- More than 8

6. Do you receive incentives or perks for achieving your assigned target?

- Yes
- No

7. Do you feel that the incentives or perks received are comparable to the effort you had put in to achieve the targets?

- Never
- Rarely
- Sometimes
- Most of the times
- Always

8. Your company provides rewards in form of:

- Bonuses
- Salary rise
- Gifts
- Promotion
- Other

9. Do the employees get promoted through that ladder in due course of time?

- Yes
- No

10. Which factors determine the salaries and bonuses in the organization?

- Years of Experience
- Education
- Performance
- Manager/Supervisor's Opinion
- Salary History
- Other

11. Are you satisfied with your salary?

- Highly Dissatisfied
- Dissatisfied
- Neutral

- Satisfied
- Highly Satisfied

12 Do you feel that employees at the same level get comparable salaries in your organization?

- Never
- Rarely
- Sometimes
- Most of the times
- Always

13. Does the organization perform job satisfaction or engagement surveys in order to understand the requirements of the employees?

- Yes
- No

14. Has the company done an employee satisfaction survey?

- Yes
- No

15. Did the company implement any changes based on the result of Employee Satisfaction Surveys?

- Never
- Rarely
- Sometimes
- Most of the times
- Always

16. Express your level of satisfaction regarding the welfare measures provided by the Company

- Highly Dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Highly Satisfied

17. To what extent do you feel that quitting the present job will give you a satisfying job

- Not at all
- Very less
- Moderately
- Fairly
- Very highly