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Job Satisfaction among IT employees: A review of Literature

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Abstract:

Information Technology sector has become one of the important parts of India's economic growth with around 4.36 million staff as per NASSCOM report 2020. Job satisfaction of employees is the biggest challenge for the organizations today as satisfied employee work more efficiently leading to increase in productivity, lower absenteeism, increase in loyalty and more committed employees, hence IT sector which is one of the largest sectors with millions of people working are focusing more on retention of skilled employees. Job satisfaction & IT industry are most popularly researched by many researchers but the review of research considering both IT sector & Job satisfaction is lacking. This research paper is the review of literature on job satisfaction of employees specifically working in IT sector.

Keywords: Job Satisfaction, Information Technology Sector, Commitment.

Introduction:

The Information Technology sector (IT) of India has changed in past twenty years and taking a vital role in today's Indian market. IT & ITeS are two main parts of this sector. According to NASSCOM report of 2020, Indian IT workforce is concerning 4.36 million staff. As several employees are working in this sector therefore the biggest challenge nowadays for the management isn't simply to retain talented people but also to engage them and provide a working environment which will result in job satisfaction of IT professionals. As satisfied employee brings fascinating work values which ends up in enhancing efficiency and productivity. On the other hand, more satisfied employees lead to lower absence, employee turnover and increase in loyalty and commitment towards the organization. Research on job satisfaction is done by many researchers in various sectors & this research paper is the review of literature on job satisfaction among the employees working in IT sector specifically in order

to know the various facets that leads to job satisfaction and how far Job satisfaction leads to organizational commitment in this sector.

Job satisfaction term was initially used by Hoppock in 1935 which states that “Job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say “I am satisfied with my job”. Locke (1969) defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences”. Job Satisfaction is the “extent to which people like or dislike their job” is the most cited definition which is given by Spector (1997). Job satisfaction can be defined as “Emotional response that occurs as a result of interaction between the employee's values concerning their job and the profit they gain from their job” by (Oshagbemi,2000).

Many researchers have found various factors of job satisfaction through their survey & most commonly used questionnaire is Spector's 36-point scale. Spector has measured job satisfaction through nine factors which are nature of work, operating condition, Pay, benefit, reward, Promotion, Supervision, Co-worker relation, Communication.

Factors of Job satisfaction given by Rue & Byars are Managers concern for people, Job design, Compensation, working condition, Social Relationship, perceived long range opportunities, Perceived opportunities elsewhere, Levels of Aspiration & need achievement.

Job satisfaction can be measured by

- 1) Job satisfaction survey to evaluate nine dimensions of Job satisfaction related to overall satisfaction developed by Spector in 1985.
- 2) Minnesota satisfaction questionnaire
- 3) Job description Index- It measures Five most common factors of job satisfaction.

Objectives:

- 1) To study the concept of job satisfaction.
- 2) To do the review of literature on job satisfaction of employees working in IT sector.

Research Methodology:

This study was conducted using secondary data. Secondary data was obtained through various research papers & books.

Literature review:

Sr. No	Topic & Author	Objectives	Sample	Findings
1	Job Satisfaction in Information Technology organizations in Chennai City-An Empirical Study Dr. N. Akbar Jan, Dr. A. Nirmal Raj, A.K.Subraman	1.To develop a model in order to determine factors of enhancement of job satisfaction of employees	A sample of 500 employees from 5 IT companies of Chennai were selected by stratified sampling. 100 respondents were selected from each company for the study.	The study shows that five factors are leading to job satisfaction in IT sector of Chennai and they are 1.Training & Development activities 2.Financial rewards & opportunities for promotion 3.Suitable incentives & welfare measures. 4.Challenges in working environment 5. Appropriate timing & growth.
2	A study on Job satisfaction for IT Industry Sanjeev Kumar, Bhavani, Gangadevi	1.To assess job satisfaction level of employees. 2.To know the factors that influence Job satisfaction of employees. 3.To offer suggestion to improve satisfaction level of employees	The study was based on secondary data from Literature review, Newspaper, websites, books & other resources.	Study shows following are the factors that leads to satisfaction of employees in IT Sector. 1.Opportunity for advancement. 2.Workload & Stress level. 3.Respect from Co-workers. 4.Relationship with Supervisor. Financial rewards.
3	Factors influencing Job satisfaction in Information Technology Professionals in India. Meetali Saxena, Deepika Pandita	1.To know major intrinsic & extrinsic factors affecting job satisfaction of IT employees in India. 2.To know the influence of Intrinsic & extrinsic factors on job satisfaction.	The questionnaire used for the study was MSQ. 60 people from IT industry were sent the survey for data collection out of which 51 people responses were received, hence study is based on those 51 responses.	1.Study shows that Intrinsic factor like creativity & extrinsic factor like recognition leads to job satisfaction. 2. Study also shows that Intrinsic factors are highly associated with Overall job satisfaction in IT industry.

4	Human resource management, Job satisfaction & employee commitment affecting Information technology staff Turnover Intention: A Structural equation model Marrut Manistitya and Wanno Fongsuwan, (2015).	1.To determine the impact of human information system, work satisfaction & workplace motivation on employee retention	The study was conducted on 220 IT practitioners. Both quantitative research & qualitative research was done by partial least square method	1.Human Resource management has positive impact on Job satisfaction & Organizational commitment. 2.Job satisfaction & organizational commitment has negative impact on turnover intention. 3.Findings also shows that IT organizations conducting favourable human resource management programmes & process leads to job satisfaction which in turn leads to commitment and reduction in intention turnover
5	Exploring job satisfaction & organizational commitment of employees in the information technology environment. E.J. Lumley, M. Coetzee, R. Tladinyane & N. Ferreira	1.To explore relationship between job satisfaction and organizational commitment of IT employees.	A cross sectional survey was conducted on a sample of 86 employees of four different information technology companies of South Africa. Correlation & regression analysis was done to fins the relationship.	1.A positive relationship observed between Job satisfaction and Affective commitment & Normative commitment of employees. 2.Study also shows that employees were satisfied with pay, promotion, supervision, fringe benefits, contingent rewards, nature of work & communication which leads to remain in the organization. 3.There was no relationship between operating conditions & Organizational commitment.
6	Stress, Job satisfaction, & job commitments relation with attrition with special reference to Indian IT sector. Richa N. Agarwal	1.To know whether stress is leading to high attrition in Indian IT sector. 2. To know impact of stress on job satisfaction & organizational commitment in IT Industry.	The study was conducted on around 250 software engineers working in and around Delhi, Bengaluru, Pune.	1.The study shows that there is no relation of stress with job satisfaction & organizational commitment and indirectly no relation with attrition. 2. There is no impact of stress on job satisfaction & organizational commitment among IT engineers of Delhi, Pune & Bengaluru.

7	Women executives in IT/ITeS sector: Job satisfaction & quality of work life.	1.To explore dimensions of job satisfaction & quality of work life. 2.To study level of job satisfaction in IT/ITeS sector of Chennai.	A total of 151 IT women employees & 20 ITeS women employees participated in the study. All the participants were above 21 years of age and working in IT/ITeS sector of Chennai.	1.Senior, Middle & Junior level women employees perceive same level of satisfaction. 2.There is a correlation between job satisfaction & quality of work life of women executives.
8	Relationship between Organizational Leadership Capability and Job Satisfaction: Exploratory Study in the Small-Sized IT Service Organization in Estonia Kurmet Kivipold, Maret Ahonen.	1.To know facets of job satisfaction. 2.To explore linkage between organizational leadership capability & job satisfaction.	100% employees of 18 small sized IT Companies Average of 3 female & 15 males of age 29.1 years participated in the study	1.Following facets of job satisfaction were observed. Intrinsic facets: Achievement & Recognition Extrinsic Facets: Working condition, Supervision & Social Climate leads to job satisfaction. 2.There is a link between organizational leadership capability & job satisfaction
9	Employee Job Satisfaction in Software and ITeS units in Bangalore - An Empirical study Jyothi B.S & Dr. P.T. Ravindran	1.The main objective of this study is, to analyze job satisfaction of employees working in Software and ITeS units at Bangalore with respect to core HR practices	Data was collected from 264 employees of 13 different IT organizations	Training, Performance Appraisal, Remuneration & working conditions are the factors influencing job satisfaction. Training & working conditions have more impact on Job satisfaction while Performance Appraisal & remunerations has less impact on Job satisfaction.
10	Cognitive Factors and its Impact on Job Satisfaction: A Study on Selected Information Technology Enabled Service Companies in Bengaluru. Anthony	1.To find out the level of job satisfaction among ITeS employees. 2.To find the impact of cognitive factors on job satisfaction among ITeS employees	This study was limited to 10 ITeS companies in Bengaluru. 996 ITeS employees were selected for the study.	1.The level of job satisfaction do not vary for different level employees. 2.Cognitive factors have impact on job satisfaction. 3. Most of the employees were not satisfied with the job in terms of pay.

	Samson1 & K. Nagendra Babu			
11	Study on factors affecting Job Satisfaction, Loyalty, and Commitment among managerial staff with reference to e-Publishing organisations in ITES / BPM industry Vivek Viswanathan, Komal Chopra	1.The study tries to find out the factors that affect satisfaction, loyalty and commitment among the ITES / BPM employees. 2.To study the impact of job satisfaction and organizational commitment on employee loyalty in ITES industry 3.To know the factors affecting job satisfaction and loyalty of employees	120 respondents were selected who were at managerial positions in the ITES/BPM industry.	1.The factors that affect job satisfaction, loyalty & commitment are supervision, accountability, authority, recognition, career progression and company policy. 2.Managers play an important role in job satisfaction of employees which in turn leads to more loyal & committed employees. 3. Accountability & recognition at workplace also play an important role in job satisfaction & commitment of employees in ITES/BPM industry.
12	Examining the impact of industry background and gender on job satisfaction, organizational commitment & turnover intent. Dr. A. Selvarani M. Chandra	1. To compare the impact of job satisfaction & organizational commitment between male & female employees. 2. To compare the level of job satisfaction & organizational commitment in IT & ITeS sector employees. 2.To know the impact of job satisfaction and commitment on Turnover intent.	313 respondents were selected from six different IT & ITeS companies of Chennai through convenience sampling.	1.Male employees were significantly higher on job satisfaction & turnover intent as compared to female. 2.ITeS sector has higher job satisfaction, Organizational commitment & lower turnover intent as compared to IT. 3.There is a positive relation between job satisfaction & commitment in both IT & ITeS sector. 4.Both factors in IT & ITeS are negatively related to turnover intent.
13	Impact of Job Satisfaction on Organizational Commitment in IT Sector Employees of Pakistan. Dr. Faisal Tehseen Shah1, Mr. Fahmeed Idrees ,	1.To know how job satisfaction influences organizational commitment in IT sector. 2. To know the impact of job satisfaction on organizational commitment in IT sector.	120 employees working in IT companies of Pakistan were considered for the study after collecting responses.	1.Correlation matrix shows a positive relation between job satisfaction & organizational commitment among IT employees. 2.Regression analysis shows a relationship between job satisfaction & commitment and the study concludes that an increase in job satisfaction leads to an increase

	Ms. Abeer Imam , Mr. Tahir Aziz Khan , Ms. Aiza Mariyam			in commitment of IT employees of Pakistan.
14	Effects of employee engagement on job satisfaction in IT sector. Preeti Thakur (2014):	1.To know employee engagement in IT sector. 2.To find the effect of Employee engagement on job satisfaction of IT employees.	Study was conducted on 120 IT employees	1.The study shows that in IT sector there is positive relation between Employee engagement and job satisfaction. 2.At clerical level rewards are more associated with job Satisfaction.

Findings:

1. Some studies shows that Training & development, financial rewards, incentives, promotion, challenges in work, timely growth are the factors leading to job satisfaction.
2. Some other studies shows that Opportunity for advancement, Workload & Stress level, Respect from Co-workers, Relationship with Supervisor, Financial rewards are the factors of job satisfaction.
3. Most of the studies shows that level of satisfaction among IT employees is same.
4. Some studies shows that intrinsic & Extrinsic factors are highly associated with overall job satisfaction.
5. Almost 90% of the studies in Indian as well as international context on IT sectors shows that there is a positive relationship between job satisfaction & Organizational commitment.
6. Some studies found that people are not satisfied with the factor of job related to pay.
7. Some study shows that job satisfaction among male employees is more as compared to female employees.

Conclusion:

The research concludes that pay, promotion, supervisor relation, training & development nature of work etc. are the main facets of Job satisfaction in IT sector. Satisfaction with pay, promotion & recognition are the main factor while operating condition is least important in IT sector. In this sector there is no significant difference in level of satisfaction among different level of employees but Job satisfaction factors varies for male & female. Job satisfaction is important factor for the organization in order to retain loyal, skillful employees, committed employees which will increase the productivity of the organization.

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