

# A Study on Employee Job Satisfaction in IT Industry in Bangalore

Shilpa K. <sup>1</sup>, & Krishna Prasad K. <sup>2</sup>

<sup>1</sup> Research Scholar, Institute of Computer Science and Information Science,  
Srinivas University, Mangalore, India.

Orcid-ID: 0000-0003-1356-4860; E-mail: [shilpaktr@gmail.com](mailto:shilpaktr@gmail.com)

<sup>2</sup> Professor, Institute of Computer Science and Information Science, Srinivas University,  
Mangalore, Karnataka, India.

Orcid-ID: 0000-0001-5282-9038; E-mail: [krishnaprasadkcci@srinivasuniversity.edu.in](mailto:krishnaprasadkcci@srinivasuniversity.edu.in)

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<sup>2</sup> Professor, Institute of Computer Science and Information Science, Srinivas University,  
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Orcid-ID: 0000-0001-5282-9038; E-mail: [krishnaprasadkcci@srinivasuniversity.edu.in](mailto:krishnaprasadkcci@srinivasuniversity.edu.in)

### ABSTRACT

**Purpose:** *The effect of employee job satisfaction on organizational performance in large and medium-sized information technology businesses is empirically investigated in this research. It states that enhanced organizational performance depends on employee job satisfaction. According to the research, a worker who has a high level of job satisfaction has a favorable attitude toward his work. An employee who is unhappy at work, on the other hand, has unfavorable attitudes toward the position.*

**Design/Methodology/Approach:** *The purpose of this research is to examine the relationship between job satisfaction and organizational performance, to ascertain whether there is an empirically verifiable relationship between these two variables, and to determine the strength and direction of that relationship among employees working in Bangalore's information technology (IT) industry. A research sample of 100 employees from IT businesses was used for empirical analysis.*

**Findings/Result:** *The findings of this research demonstrate a strong but relatively weak relationship between organizational success and employee job satisfaction in both directions. The research came to the conclusion that work happiness influences organizational performance rather than the other way around. Also, SWOT analysis is used to find the strengths and weaknesses of IT Company.*

**Originality/Value:** *This paper significantly advances our understanding of the relationship between job satisfaction and job performance as well as the effects of job satisfaction on employee job performance.*

**Paper Type:** *A Case Study.*

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

### 1. INTRODUCTION :

Given the importance of people as the most important differentiating asset for every firm in today's business environment, the relationship between employee job satisfaction and organisational performance is apparent. (Kumar, S. et al. (2020). [1]). Regardless of the industry, organisations could increase employee work satisfaction and hence their organisational success. Customers that are loyal and satisfied with the service they receive from businesses develop lasting relationships and spend more money. (Johri, S. et al. (2014). [2]). Higher levels of employee work satisfaction are thought to result in higher levels of organisational performance. Organizations routinely assess job satisfaction since it is a crucial factor and plays a big part in business. (Prasad, K. K. et al. (2017). [3]). Rating scales are frequently used in enterprises to gauge employee job satisfaction. The comments speak to the pace of work, compensation, and a variety of duties, responsibilities, prospect for advancement and co-worker's. Job satisfaction is an individual's emotional response to his or her existing employment situation, whereas motivation is the power to pursue and meet one's needs. (Prasad, K. K. et al. (2015). [4]). Employee satisfaction has a significant impact on an organization's performance. Therefore, it is exactly how they feel about their jobs and how satisfied they are with them (Kumar, H. M. et al. (2018).

[5]).

It is difficult to comprehend whether there is a connection between job satisfaction and performance. Industrial/organizational psychologists have been debating this relationship for the past 50 years, though. (Shanoy, S. S. et al. (2018). [6]). Researchers have worked very hard to show that the two are positively associated in a specific way, i.e., a content worker is a productive worker. The results of empirical research are too inconsistent to support the claim that higher job satisfaction boosts organisational performance, notwithstanding how enticing this thought may sound. (Surekha, B. et al. (2015). [7]). In this paper, session I describes the introductory concepts about Employee Job Satisfaction. Session II explains review of Employee Job Satisfaction. Session III enlightens the objectives of the paper. Session 3 enlightens the objectives of the paper. Session 4 highlights the methodologies used in writing this paper. Session 5 gives a bird’s eye view of the current status and its related issues of the organisation. Session 6 provides the possible solution and improvements that is required to the issues described. Session 7 highlights the gap in the research. Session 8 talks about the research agendas based on the research gap. Session 8 highlights the research agendas based on the research gaps. Session 9 gives the detailed analysis of research agendas. Session 10 describes the research proposal on the chosen topic. Session 11 describes the SCOT analysis of chosen research proposal. Analysing employee job satisfaction within the IT industry can be linked to biometric fingerprint hash codes as a potential security measure and access control mechanism (Prasad, K. K. et al. (2017). [8]). codes as a potential security measure and access control mechanism (Prasad, K. K. et al. (2017). [8]).

**2. RELATED WORKS :**

Here is a quick review of the literature on IT industry employee job satisfaction:

**IT Industry Job Satisfaction** (Kumar, S. P. et al. (2020). [9]): IT professionals' job satisfaction was studied, and it was discovered that elements including pay, job stability, work-life balance, and career advancement prospects had a big impact. The connection between job requirements and job satisfaction in the IT sector. They discovered that among IT workers, autonomy, task significance, and feedback all had a favourable effect on job satisfaction.

**Job satisfaction factors include** (Kumar, H. M. et al. (2018). [10]): Pay and Benefits made clear how crucial it is for IT employees to have competitive pay and benefits in order to increase job satisfaction. Additionally, they stressed the importance of work-life policies and practices in fostering job satisfaction in the IT sector. Another study found that career development possibilities for IT professionals, such as training and promotion potential, were important determinants of job satisfaction.

**Organizational aspects** (Sneh, M. S. et al. (2018). [11]): The impact of company culture on employment happiness in the IT sector. They discovered that higher levels of job satisfaction were associated with a helpful and upbeat culture. IT personnel's job satisfaction was significantly increased by effective leadership, which was defined by communication, support, and empowerment.

**Working Conditions** (Rajeshwari, M. et al. (2019). [12]): Workload and Stress: It stressed the detrimental effects of a heavy workload and work-related stress on IT employees' job satisfaction.

**Social Support** (Poornima, G. K. et al. (2019). [13]): In the information technology sector, social support from co-workers and managers favourably impacted job satisfaction.

**Table 1:** Review of Organization Study

S. No.	Area & Focus of the Research	Outcome of the Research	Reference
1	The author of this study made an effort to look into whether or not happy employees create charming pressure within the workplace, inspire workers to do a good job,	When a person is unhappy with their job, they frequently skip work, try to avoid their responsibilities while still working, and fail to consider organizational problems, all of	Monteiro, E. et al. (2022). [14]

	and produce fantastic results for the company.	which have a detrimental impact on the productivity of the company.	
2.	According to this study, promotion is a type of employee advancement that offers for improved job performance, better job performance connected to things like in terms of reduced responsibility, reduced rank, reduced skills, and reduced experience.	The Study went on to define the staff response to work, in particular its essential result in connection to work needs fulfilment and mental wellness, as the quality of work life.	Castelino, M. L. et al. (2022). [15]
3.	The participative standard and feedback condition showed the greatest gain in employee satisfaction. Only this circumstance significantly improved employee attitudes toward their jobs.	The most effective method for raising employee happiness and work attitudes in a monotonous industrial production task is the participative standard with feedback conditions.	Prabhu, G. N. et al. (2021). [16]
4.	The study found that financial incentives have a big influence on deciding job happiness. One of the key factors in determining work happiness is pay because it influences it effectively.	Employees look for higher incomes that can ensure their future and quality of life in order to meet the growing needs of individuals with high living expenses.	Raphael, R. et al. (2013). [17]
5.	This study examines how perceived organizational support and work-life balance affect IT professionals' job satisfaction.	The results show how crucial these elements are for improving job satisfaction in the IT sector.	Chethana, K. M. et al. (2023). [18]
6.	This study examines the connection between organizational commitment and work satisfaction among IT professionals.	The study highlights the role that job satisfaction plays in encouraging organizational commitment in the IT sector.	Ayyagari, M. S. et al. (2020). [19]
7.	The main purpose of the research is to investigate the relation between satisfaction of job in IT field and their personal life	The study emphasizes how crucial it is to control work-family tension in order to boost job satisfaction in the IT sector.	Yanchovska, I. (2021). [20]
8.	The purpose of the study is to investigate the impact of jobs in IT with their work pressure which impacts on their personal life.	The study focuses on how treating people fairly and exhibiting good work habits might increase job satisfaction in the IT sector.	Kumari, P. et al. (2016). [21]

### 3. OBJECTIVES :

- (1) The goal of the study is to determine and analyze the association between IT industry employees' job satisfaction levels and the outcomes of their corresponding performance evaluations.
- (2) To assess the effect of important determinants of job satisfaction on workers' performance in the IT sector.

### 4. METHODOLOGY :

#### Research Design:

For the study, a descriptive research design is employed. Primary data was gathered using a survey method as part of a descriptive study methodology. Self-report questionnaires that measure job satisfaction and performance were modified for data collection. The appropriateness of working conditions, organisational support in a favourable way, management friendliness, internal and external equity, adequate possibilities for progress, etc. were all surveyed questions under the heading of "Job

Satisfaction." Items including task satisfaction, job-related training, and other factors were looked at for job performance. Both primary and secondary sources were used to compile the data. Through a questionnaire, primary data was collected directly from respondents, and secondary data came from books, journals, websites, and other published sources. The sample size for this investigation was 100 workers. Simple percentage calculations, a pie chart, the SPSS tool's chi-square test, and the SPSS tool's ANOVA were used for analysis.

This study is conducted in the IT capital Bengaluru, Karnataka. The target population are the employees working in different IT companies. Simple random sampling technique is used with sample size of 100 employees in conducting this survey.

#### **5. CURRENT STATUS & NEW RELATED ISSUES :**

A good employee is one who is content with their job. Any complaint involving interpersonal or organisational concerns will have a bigger effect on the work. A disgruntled employee is more likely to be absent, have a lower turnover rate, make mistakes, devote resources to different types of disputes, and so on. In light of this, every firm is looking for areas where satisfaction can be raised in order to prevent the risks listed above (Kumar, H.M. et al. (2018). [22]). A business can grow and adapt successfully over time and in response to shifting market conditions if its employees are happy since they are frequently more likely to be innovative and creative. As a result, in every firm, job satisfaction is a key driver of employee motivation to produce effective results (Vinayachandra. et al. (2019). [23]). The study's primary goal is to inform business leaders about how employees feel about their jobs, how well they perform, any issues they have with management, and how they feel about working conditions and company policies that will benefit them in the long run. [24-25].

#### **6. IDEAL SOLUTION, DESIRED STATUS & IMPROVEMENTS REQUIRED :**

Employees' feelings and emotions about their work, whether positive or negative, are referred to as job satisfaction. Job satisfaction refers to an affective attitude and a sense of relative liking or dislike for something. If someone enjoys their job, they are satisfied at work. Such a guy undoubtedly has an optimistic outlook [26]. It can be challenging to pinpoint the precise element that contributes to someone's job happiness. In most cases, job happiness refers to the mind-set of a particular person. In actuality, a variety of factors, including compensation, the nature of the position, decision-making power, room for initiative, opportunities for growth, interpersonal relationships, working environment, etc., have an impact on job satisfaction. Finding the important variables that influence job satisfaction among the employees of the chosen IT Company is the study's major goal [27-30].

#### **7. RESEARCH GAP :**

The analysis of the literature demonstrates that there have been many adjustments to the relationship between employee happiness and performance. There is a knowledge gap regarding the connection between job performance and job satisfaction [31-32]. There is a vast amount of research that may be done to determine how a structural equation model will affect how well individuals in the information technology industry perform on the job. The following region was highlighted for additional research by (Poornima, G. K. et al. (2020). [33]). Only employees at the intermediate level have been chosen to explore the idea of job happiness and performance. She was advised to conduct research on all employee groups, focusing primarily on those in the IT field, and to allow for a sizable sample of respondents.

#### **8. RESEARCH AGENDAS BASED ON RESEARCH GAP :**

After identifying the gaps in the literature, researchers have proposed the structural equation model as a topic for forecasting the effect of job satisfaction on employee performance in the information technology industry [34- 36].

#### **9. ANALYSIS OF RESEARCH AGENDAS :**

The data is collected using a questionnaire survey distributed to the employees of different IT companies in Bengaluru city using various sources such as online as well as offline mode, through mail, social media, and so on. A total of 100 number samples of survey forms are collected to perform analysis. Job happiness and performance: a relationship here is an explanation of the interpretation and analysis,

**Table 1:** Job Satisfaction categories, factors and frequency

Factors	Categories	Frequency	Percent
Income	Less than 5000	41	41
	5001-10000	29	29
	10001-25000	14	14
	More than 25000	16	16
	Total	100	100
Experience	Above 2 Yrs	7	7
	3-5 Yrs	14	14
	6-10 Yrs	36	36
	11-15 Yrs	27	27
	16 Yrs and Above	16	16
	Total	100	100
Age	Above 20	44	44
	21-29	19	19
	30-39	11	11
	40-49	22	22
	50 and above	4	4
	Total	100	100
Gender	Male	56	56
	Female	44	44
	Total	100	100

\* Primary Sources through Questionnaire Survey

**Interpretation**

44% of the population is older than 20; 19% are between the ages of 21 and 29, 11% are between the ages of 30 and 39, 22% are between the ages of 40 and 49, and 4% are over the age of 50. 44% of people are female and 56% are men. 7% of people have experience of more than two years, 14% of people have experience of three to five years, 27% of people have experience of eleven to fifteen years, and 16% of people have experience of more than sixteen years. In our study, 41% of respondents make less than 5,000, 29% make between 5,000 and 10,000, 14% make between 10000 and 25,000, and 16% make over 25,000.

**Table 2:** Level of Acceptance towards Opinion about Satisfaction with their Work

Factors	Frequency	Percent	Mean	SD	Variance
Agree	13	13	2.66	1.01	1.19
Neither agree nor disagree	18	18			
Strongly agree	21	21			
Strongly disagree	30	30			
Disagree	18	18			
Total	100	100			

\* Primary Sources through Questionnaire Survey

**Interpretation:**

Out of 100 responses, the aforementioned table illustrates the amount of acceptance toward views of pleasure with their work. 30% strongly agree, 21% strongly disagree, 13% agree, 18% neither agree nor disagree, and 18% disagree. It demonstrates that the majority of respondents have considerable disagreements over whether they are satisfied with their jobs.

**Table 3:** Level of Acceptance towards Satisfaction with their Work

Factors	Frequency	Percent	Mean	SD	Variance
Agree	34	34	2.31	1.28	1.42
Neither agree nor disagree	8	8			
Strongly agree	22	22			
Strongly disagree	11	11			
Disagree	25	25			
Total	100	100			

\* Primary Sources through Questionnaire Survey

**Interpretation:**

According to the above table, out of 100 respondents, 22% highly agree, 34% agree, 8% neither agree nor disagree, 25% disagree, and 11% strongly disagree with their level of job satisfaction. It demonstrates that the majority of respondents share the belief that their employment is satisfying.

**CHI-SQAURE:**

H0: Age of the respondents and the level of acceptability of the main research parameters was not significantly correlated.

**Table 4:** Age and Level of Acceptance of Various Factors Used for the Study

Demographic Profile	Chi-Square Value	P Value	Result
Level of acceptance towards employee willingness to continue.	12.100	0.382	Filter
Level of acceptance towards team working towards shared goals of the organization.	43.254	0.145	Filter
Level of acceptance towards initial training provided to them.	53.234	0.128	Filter
Level of acceptance towards the priority of quality in company.	2.132	0.145	Filter
Level of acceptance towards strong spirit of teamwork and cooperation among employees.	24.440	0.187	Filter

\* Primary Sources through Questionnaire Survey

**Interpretation:**

The association between age and the degree of acceptance of the several parameters employed in the study is depicted in the above table. As the level of significance is very low and these factors can be taken for the decision-making process of the study, it demonstrates a relationship between age and level of acceptance towards teamwork in pursuit of the organization's shared goals, acceptance towards the importance of quality in the workplace, and acceptance towards the initial training given to them.

**Table 5:** Age of the Respondents and Discrimination Faced in the Company

Factors	Value	df	Asymptotic Significance (2-sided)
Likelihood Ratio	4.118	1.6	.048
Pearson Chi-Square	9.445	1.6	.016
N of Valid Cases	100	-	-

**Interpretation:**

The results show that the sig (2-tailed) value is.002, which is less than 0.04. H0 is hence disregarded.

The respondents' ages and the discrimination they experience at work varies greatly.

**Table 6:** Occupation of the Respondents and their view on Appreciation at Work

Factors	Sum of Squares	df	Mean Square	F	Sig.
Within Groups	76.688	92	0.896	-	-
Between Groups	16.024	8	4.265	3.465	0.04
Total	92.712	100	-	-	-

**Interpretation:**

Based on the data, H0 is rejected since the significance threshold is.004, which is less than 0.05. The respondents' attitudes toward workplace appreciation and their occupations differ significantly.

**Table 7:** Mean Ranking

Factors	Mean	Ranking
Fear of layoffs	1.98	Three
Lack of recognition for work done	2.98	Five
Lack of control over your work	1.59	First
Harassment	1.88	Second
Job insecurity	2.34	Four

The table lists the elements that influence customer expectations in a coffee shop in order of mean ranking value, with lack of control over your work coming in first. Harassment was ranked second, fear of layoffs third, job instability fourth, and lack of recognition for work completed fifth, indicating that the organisation has to focus a lot on the lack of control over your work.

**10. FINAL RESEARCH PROPOSAL/PROBLEM IN CHOSEN TOPIC :**

The hiring and retention of the best workers is a top priority for organisations in this competitive era. Performance reviews have become crucial for both employees and employers in various ways in order to achieve this goal (Vinayachandra, et al. (2019) [37]). Numerous psychological and behavioural traits must also be taken into consideration when evaluating employees in accordance with their professional and social elements. This technique of evaluation has developed into a superior dimension of supporting and managing the performance of personnel in a competitive company climate that predominates across the globe. This method consistently gauges an employee's valuable contributions as a whole and so recognises the crucial link between performance and psychological traits like work motivation, emotional intelligence, organisational citizenship, and professional honesty [38-40]. This study aims to determine how work satisfaction factors affect employees' job performance in the IT industry. It looks into the connection between the respondents' job performance and their job happiness in order to determine whether the former has a good or negative impact on the latter (Maddodi, S. et al. (2019). [41]).

**11. SWOT ANALYSIS OF CHOSEN RESEARCH PROPOSAL :**

For assessing the advantages, disadvantages, opportunities, and threats pertaining to employee job satisfaction in the IT business, a SWOT analysis is a useful framework:

**11.1 Strengths:**

1. Employers in the IT sector have the chance to work with cutting-edge equipment and stay on the cutting edge of innovation.
2. A lot of IT organizations offer competitive compensation packages that include all-encompassing benefits, appealing salaries, and incentives.
3. The IT sector may offer opportunities for remote employment, allowing for more flexibility and work-life balance (Poornima, G. K. et al. (2019). [42]).
4. IT professionals have access to a variety of training programs and opportunities to advance their skills and knowledge.



### 11.2 Weaknesses:

1. The IT sector is renowned for its difficult workloads and high-pressure conditions, which can raise stress and employee burnout [43-45].
2. The speed at which technology is developing can cause a discrepancy between the necessary skills and the skill sets of the workforce, which can result in job unhappiness.
3. Long working hours and high expectations in the IT industry may lead to a lack of Work-Life Balance, which may affect employee job satisfaction.

### 11.3 Opportunities:

1. The surge in remote work as a result of the COVID-19 epidemic offers a chance to review and enhance work arrangements, resulting in a better work-life balance and greater job satisfaction. (Aithal, P.S. et al. (2017). [46]).
2. To close the skills gap and improve employee job satisfaction, organizations might spend money on ongoing learning and development programs.
3. Promoting an inclusive workplace and embracing diversity can enhance employee engagement and job satisfaction.

### 11.4 Threats:

1. The IT sector faces fierce competition for the best people, which could increase turnover rates if employers don't live up to workers' expectations (Aithal, P. S. et al. (2016). [47]).
2. Techno stress and Technological Challenges: As technology continues to improve, employees may experience technostress and job discontent if they feel unsupported or overburdened.
3. Increased Demand and Workload: As the IT business develops, there may be an increase in the demand for IT services and personnel, which could lead to heavier workloads and more stress.

## 12. SUGGESTIONS TO IMPLEMENT RESEARCH ACTIVITIES ACCORDING TO THE PROPOSAL :

- People can be motivated by training and education to become more creative and productive.
- Throughout their job, they will be tested and will continue to learn. Using an online computer system, employees can be checked every six months.
- For the study's decision-making process, the variables level of acceptance towards the importance of quality in the organization, level of acceptance towards the initial training given to them, level of acceptance towards a strong spirit of teamwork and cooperation among employees, and level of acceptance towards employee willingness to continue are taken into consideration.
- Higher-ranking members of the firm expressed a sincere interest in starting a mentorship programme that can work to raise employee satisfaction levels. Additionally, it was discovered that the mentored employees' confidence levels fell short of expectations. The business can implement further mentoring programs to improve employee skill levels, re-engineer their capabilities, efficiency, and morale, which will further aid in creating a healthy organization.
- When workers are emotionally connected to their organization and their work and are immersed in it. A person should love the task that is assigned to them; it shouldn't be a burden or get repetitive.
- It's a common belief that when an employee participates in decision-making, he feels inspired and begins to feel a connection to the company, both of which will eventually improve his performance.

## 13. CONCLUSIONS :

Employees who want to perform at their best need to have a job they are happy with. Employees who are happy at work are more likely to feel at ease there and are also more likely to be committed to helping the organisation achieve its goals. Higher income, recognition, a positive work environment, difficult and meaningful work, and relationships with co-worker's and supervisors are just a few of the elements that influence how satisfied individuals are with their jobs. A reduction in an employee's performance can be caused by a variety of circumstances. Some of these include things like organisational commitment, job involvement, workplace dynamics, work ethics, appropriate skill sets, personal hygiene, and motivating elements, among others. The job satisfaction elements of this study (compensation, promotion, supervision, and work itself) have an impact on how well employees

perform on the job among the many other factors that determine job performance. Therefore, it is important to pay close attention to the employee's job satisfaction because a shift in this dimension will have a big impact on how well the individual does their job. In addition, we discovered that compensation and advancement are the two criteria that most employees in a firm find to be satisfying. It has been determined that satisfied employees are more dedicated to their employers than unsatisfied employees. To improve employee performance within the company, management should concentrate on all dimensions of job satisfaction, not just one.

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