

A STUDY ON IMPACT OF JOB SATISFACTION AMONG EMPLOYEES IN IT INDUSTRY.

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

Ganga kalita
Register No. 39410054



SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600 119**

April – 2021



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of Ganga kalita (39410054) who carried out the project entitled “**A study on impact of job satisfaction among employees in it industry.**” under my supervision from January 2021 to April 2021.

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DECLARATION

I **GANGA KALITA** (Reg. No. **39410054**) hereby declare that the Project Report entitled “**A study on impact of job satisfaction among employees in it industry**” done by me under the guidance of **Mr. JOHN PAUL M, MBA, MHRM, M.Phil, (Ph.D)** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ABSTRACT

Job satisfaction is defined as a feeling or state of mind of an employee towards his work and organization. Job satisfaction is influenced by various factors like the nature of work, quality of work, relationship with the immediate supervisor, compensation, benefits, job security, working culture and environment. Job satisfaction represents an individual's willingness to perform his task with a positive attitude resulting in a positive outcome. Job satisfaction is the amount of pleasure or contentment associated with a job. If you like job intensely, you will experience high job satisfaction. If you dislike your job intensely, you will experience Job-dissatisfaction. Job satisfaction plays a very critical role when it comes to effectiveness and efficiency of the organization. Satisfaction among employees in an organization can be considered as the best way towards its success. When the organization regards its employees considerably and keeps them satisfied then involuntarily it stays in the market for long without any conflicts/problems. Job satisfaction is an employee's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. This means that, the organization needs to consider satisfaction of its employees within the framework of job so as to achieve high performance among employees. The purpose of the study is to examine the impact of job satisfaction among employees in IT industry.

The data needed for the study has been collected from the employees through questionnaires. Analysis and interpretation has been done by using the statistical tools and data's are presented through tables and charts.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Job satisfaction of employees plays a vital role on the performance of an organization. It is essential to know as to how employees can be retained through making them satisfied and motivated to achieve extraordinary results.

Job satisfaction of employees helps the organizations to maintain standards and increase productivity by motivating the employees. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.

Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organisation participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and coworkers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

It is said that satisfied employee is a productive employee. Any kind of grievance relating to organizational or personal to a greater extends influence on the job. If an employee is not satisfied with the job there are chances for absenteeism, low turnover, lower productivity, committing of mistakes, diverting energy for different types of conflicts etc. keeping this thing in view all organisations are trying to identify the areas where satisfaction to be improved to get out of the above dangers. Satisfied employees are also more likely to be creative and innovative and come up with breakthrough that allows a company to grow and change positively with time and changing market conditions.

Therefore, Job satisfaction is a major factor in any organization to drive its employees in order to confer efficient results.

1.2 INDUSTRY PROFILE

The information technology (IT) sector is comprised of companies that produce software, hardware or semiconductor equipment, or companies that provide internet or related services. The three major industry groups within the IT sector are software and services, technology hardware and equipment and semiconductors and semiconductor equipment. These three industry groups are further divided into industries and sub-industries. Companies are aligned to a specific sub-industry that best describes their core or most profitable business. The Information Technology & Information Technology Enabled Services (IT-ITeS) sector is a field which is undergoing rapid evolution and is changing the shape of Indian business standards. Over the past decade, the Information Technology (IT) industry has become one of the fastest growing industries in India because of which it has caught world attention. IT-BPO Industry has become growth engine for the economy contributing substantially to increases in GDP, urban employment and exports to achieve vision of 'young and resilient India'. Although domestic market is growing in India but still the major propellers of growth are exports. The key segments that have contributed significantly to industry's exports include-Software and services (IT services) and IT enabled services. In the face of current recession though the mood is that of cautious optimism but Industry is expected to witness sustainable growth over period of two years. But at the same time while industry has significant headroom for growth , as the competition is increasing.

The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. India is the leading sourcing destination across the world, accounting for approximately 55% market share of the US\$ 200-250 billion global services sourcing business in 2019-20. Indian IT & BPM companies have set up over 1,000 global delivery centers in about 80 countries across the world.

India has become the digital capabilities hub of the world with around 75% of global digital talent present in the country.

1.2.1 Market Size of IT industry

IT-BPM industry's revenue was estimated at around US\$ 191 billion in FY20, growing at 7.7% y-o-y. It is estimated to reach US\$ 350 billion by 2025. Moreover, revenue from the digital segment is expected to form 38% of the total industry revenue by 2025. Digital economy is estimated to reach Rs. 69,89,000 crore (US\$ 1 trillion) by 2025. The domestic revenue of the IT industry was estimated at US\$ 44 billion and export revenue was estimated at US\$ 147 billion in FY20.

Total number of employees grew to 1.02 million cumulatively for four Indian IT majors (including TCS, Infosys, Wipro, HCL Tech) as on December 31, 2019. Indian IT industry employed 205,000 new hires, up from the 185,000 jobs added in FY19 and had 884,000 digitally skilled talents in 2019.

1.2.2 Investments in IT industry

Indian IT's core competencies and strengths have attracted significant investment from major countries. The computer software and hardware sector in India attracted cumulative foreign direct investment (FDI) inflows worth US\$ 62.47 billion between April 2000 and September 2020. The sector ranked 2nd in FDI inflows as per the data released by Department for Promotion of Industry and Internal Trade (DPIIT).

Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra are diversifying their offerings and showcasing leading ideas in block chain and artificial intelligence to clients using innovation hubs and research and development centres to create differentiated offerings.

Some of the major developments in the Indian IT and ITeS sector are as follows:

- In December 2020, Tata Consultancy Services (TCS) has expanded its business operations in Austin, Texas, with the construction of a new

facility. By 2022, TCS plans to hire an additional 130 new employees in Austin. Over the next seven years, TCS plans to invest more than US\$ 100 million in Austin.

- In December 2020, Tata Consultancy Services (TCS) has expanded its strategic partnership with Star Alliance (airline alliance) to provide predictive and real-time business analytics, improve customer experience and accelerate digital transformation.
- In December 2020, Infosys partnered with Rolls-Royce for aerospace engineering in India.
- In December 2020, Wipro collaborated with Verifone for a multi-year contract to drive agility across its (Verifone) cloud service offerings.
- In December 2020, Infosys Finacle, part of EdgeVerve Systems, (a subsidiary of Infosys), and RBL Bank, announced a collaboration to migrate the bank's on-premise deployment to a containerised ecosystem, which is managed by Kubernetes and has been certified by Cloud Native Computing Foundation (CNCF).
- In December 2020, Infosys launched Infosys Modernisation Suite to help organisations accelerate their cloud modernisation needs

1.2.3 Government Initiatives in IT industry

Some of the major initiatives taken by the Government to promote IT and ITeS sector in India are as follows:

- In 2020, the government released "Simplified Other Service Provider" (OSP) guidelines to improve the ease of doing business in the IT Industry, Business Process Outsourcing (BPO) and IT-enabled Services.
- The Government has identified Information Technology as one of 12 champion service sectors for which an action plan is being developed. Also, the Government has set up a Rs. 5,000 crore (US\$ 745.82 million) fund for realising the potential of these champion service sectors.

- As part of Union Budget 2018-19, NITI Aayog was to set up a national level programme to enable efforts in AI[^] and leverage AI[^] technology for developing the country.
- In the Interim Budget 2019-20, the Government announced plans to launch a national programme on AI* and setting up of a National AI* portal.
- National Policy on Software Products-2019 was passed by the Union Cabinet to develop India as a software product nation.

1.3 NEED FOR STUDY

Job satisfaction refers to a person's feeling or satisfaction on job which acts a motivation to work. It is not the self satisfaction, happiness or self contentment but the satisfaction on the job.

Job satisfaction relates to the total relationship between an individual and the employer for which he is paid. The needs and wants of employees differ from one to another.

Job satisfaction plays a key role in organization success. Without employee satisfaction towards their jobs none of the employee will perform well and it is very difficult to reach the organizational goals and objectives. Job satisfaction helps to yield maximum output (performance) from the employees. Hence this study is focusing on impact of job satisfaction among employees in the organization.

1.4 SCOPE OF THE STUDY

- The research measures the impact of job satisfaction among employees.
- Defines and analyses the impact of job satisfaction based on key deliverables.
- Gains insights into job satisfaction among employees.

1.5 OBJECTIVE OF THE STUDY

1.5.1 Primary objective :

- To study job satisfaction among employees

1.5.2 Secondary objective :

- To study the attitude of the employees towards their work.
- To know what factors lead to increase in job satisfaction among employees.
- To know the major factors of dissatisfaction among employees.
- To study the employees perception towards organization.

1.6 LIMITATIONS OF THE STUDY

Following are the limitations of the study:

- The analysis of the present study has been carried out based on the information collected through questionnaire. The response from the respondents may not be accurate.
- The study is an opinion survey; caution may have to be exercised while extending the result to other areas.
- Due to time constrict only 123 numbers of respondents were considered.
- The result fully depends on the information given by the respondents which may be based.

Chapter 2

REVIEW OF LITERATURE

2.1 INTRODUCTION

A literature review or narrative review is a type of review article. A literature review is a scholarly paper that presents the current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Literature reviews are secondary sources and do not report new or original experimental work. Most often associated with academic-oriented literature, such reviews are found in academic journals and are not to be confused with book reviews, which may also appear in the same publication. Literature reviews are a basis for research in nearly every academic field. A narrow-scope literature review may be included as part of a peer-reviewed journal article presenting new research, serving to situate the current study within the body of the relevant literature and to provide context for the reader. In such a case, the review usually precedes the methodology and results sections of the work.

2.2 REVIEW OF LITERATURE

2.2.1 Job satisfaction

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

Marrut Manistitya & Wanno Fongsuwan (2015), in their article determined how human resource management, job satisfaction and employee commitment affect staff turnover intention. Using quantitative research methods, 220 Bangkok IT professionals were surveyed with qualitative analysis being conducted with Partial Least Square (PLS-Graph). The findings from this study found that if an organization has good human resource management systems and policies, this will result in information technology professionals being satisfied in their work which leads to employees being committed to their work and loyal to the organization. This will therefore, result in a reduction in turnover intention.

FawadLatif, K et al (2013), the researcher have identified that the training received by employees contributes in achievement of job satisfaction. Various facets of overall job satisfaction were found to have a significant positive association with each other that results in a significant association between overall training satisfaction and employee development aspect of job satisfaction. The Study identifies a necessary ingredient to the creation of job satisfaction among employees in a business world driven by learning and sharing of information. The research highlights the needs of business to concentrate on building employee capacity and focusing on employee development to attain job satisfaction and creation of competitive advantage for the business organization.

Maurya & Kaushik (2013), this research study dealt with problems of public sector employee on the job training from the job satisfaction point of view in the present Indian scenario, where the public sector and the private sector are in a neck to neck competition. This study examines the level of job satisfaction and its strategic implementation and implications towards the retention of the employees and the development human resources of the organization in particular and the society in general. In this study, our central attention has been made to find scores on job satisfaction index (JSI) for employees of all cadres-officers, supervisors and workers of a public sector

organization. It is proposed here that public sector employee in officer's category has scored 53/100 on Job Satisfaction Index whereas the supervisors of public sector employees have scored 116/200. The workers of public sector employee have scored 465/700. The composite awareness index of public sector employees is 634/1000, which is 63.4 percent

Susanty et al (2013), the researchers have investigated to find out that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. Data used in this study was primary data which were collected through closed questionnaires with 1-5 Likert scale. Research carried out by using Structural Equation Modeling (SEM) which was run by AMOS 20.0 program. The results of this study showed that attitude towards work have positive but not significant effect to job satisfaction and employee performance. Different with attitude towards work, the organization's commitment has positive and significant effect on job satisfaction and employee performance at PT. Intech. It means every improvement in organization's commitment has a positive effect toward job satisfaction and employee performance at PT. Intech.

Dizgah, MR et al (2012), aim to study the job satisfaction and job performance in Guilan public sector. The method is correlative and population size is according to budgeting and planning statistic annals of 2009 include 6863 individuals. Sample size is 323 and selected by available non-probable samples. Data were collected by questionnaire and Cronbach's alpha coefficient was used. Results show that there is a meaningful relationship between job satisfaction In-role performance and innovative job performance and findings are in accordance with previous researches.

Emami, M (2012), this study investigated the relationship between job satisfaction, job involvement, and organizational commitment among lower-level employees. Job satisfaction and job involvement were used as independent variables in the study while organizational commitment was used

as the dependent variable. Data was gathered from a random sample of 100 lower-level employees of the company concerned. The results indicated that though both job satisfaction and job involvement are strongly associated with organizational commitment, job satisfaction accounts for a higher proportion of variance in organizational commitment than job involvement. Intrinsic job satisfaction, extrinsic job satisfaction, and overall job satisfaction were found to be significantly and highly inter-correlated, an indication that they are all equally associated with organizational commitment. The paper therefore recommends that managers must do all in their power to promote job satisfaction and job involvement in their companies, but especially job satisfaction.

Lumley et al (2011), The objective of the study was to explore the relationship between employees job satisfaction (as measured by the Job Satisfaction Survey) and organisational commitment (as measured on the Organisational Commitment Scale). A cross-sectional survey was conducted on a convenience sample of 86 employees at four information technology companies in South Africa. Correlational and stepwise regression analyses revealed a number of significant relationships between the two variables. The findings add new knowledge that can be used to improve organisational practices for the retention of valuable staff members in the information technology environment.

Lise et al (2004), identify three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices. Future research has focused on greater understanding of personal characteristics, such as emotion, in defining job satisfaction and how employee attitudes influence organizational performance.

Saari & Judge (2004) discussed on employee attitudes leading to job satisfaction. The employee attitude is related to the job, when a person has a liking towards to the job the satisfaction level increases there by increasing the organization performance as in a whole.

Savery (1987) highlights the effect of motivators on job satisfaction. He states intrinsic motivators' helps in achieving job satisfaction. The study says stress being one of the major reason leading to dissatisfaction therefore it has to be taken care of properly to reduce the level of dissatisfaction. The immediate supervisor is the person who has a major influence on job satisfaction. The supervisor helps in increasing the satisfaction level by offering more of intrinsic motivators like challenging work and career development to the subordinates and he is the one who provides the most tangible assistance to the subordinate.

2.2.2 Importance of job satisfaction

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts.

Vroom defines job satisfaction as a key factor among employee in a workplace. He define job satisfaction as affective orientation on the part of individuals toward work role which they are presently occupying (**Vroom, 1964**).

One of the most often cited definitions on job satisfaction is given by "Spector", according to him job satisfaction has to do with the way people feel about their job and its various aspects. It has to do with the extent to which people like or dislike their job. Job satisfaction represents a combination of

positive and negative feelings that workers have towards their work. When an employee enters a business organization, he brings with him needs, desires and experiences which determine his expectations. **(Davis et., 1985).**

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of goals that lead to a feeling of fulfillment **(Kaliski,2007).**

Job satisfaction can be defined as the extent to which an employee is content with the rewards his job, particularly in terms of intrinsic motivation. Job satisfaction is linked to that individual's behavior in the work place **(Statt, 2004).** The term job satisfaction refers to the attitude and feeling people have about their work. Positive and favorable attitude towards the job indicate job satisfaction likely, negative and unfavorable attitude towards the job indicate job dissatisfaction.

The term job satisfactions refers to the attituded and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction **(Armstrong, 2006).**

Melvin (1993) stated that the environmental design of an organization plays a very important role in job satisfaction at the same time it also plays an important role in employees high job involvement. A good environmental design of an organization helps in resolving the conflicts and confusion. The author even cites that it is the responsibility of the management to design the environment in such a manner that it reduces the dissatisfaction where in the work tasks, working patterns are properly mentioned.

Job satisfaction is the collection of feeling and belief that people have about their job. People's degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to have attitude about their job, people also have attitude towards various aspects such as nature of work, coworkers, supervisors or subordinates and their pay **(George et al., 2008)**

Job satisfaction is a complex and multi phased concept which can mean different things to different people. Job satisfaction is usually linked with motivation; job satisfaction is more of an attitude, an internal state. It could be associated with a personal feeling of achievement, either quantitative or qualitative **(Mullins, 2005)**.

We consider that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs **(Aziri, 2008)**.

2.2.3 Factors of job satisfaction

Job satisfaction depends on several different factors such as satisfaction with pay, promotion opportunities, fringe benefits, job security, relationship with co-workers and supervisors, etc.

- **Working Environment**

It is essential to provide employees with a work environment that is conducive to their overall development. They need an environment which is healthy and safe and which caters to both personal comforts and facilitates doing a good job. If the working conditions are good (clean, attractive surroundings), the personnel will find it easier to carry out their jobs. On the other hand, if the working conditions are poor (hot, noisy surroundings), personnel will find it more difficult to get things done.

Hence, it can be said that having a friendly, and supportive environment can lead to increased job satisfaction.

Singh & Jain (2013) highlights on employees job satisfaction and its impact on their performance. Employees' attitude reflects the moral of the company. Happy employees play an important role in the areas of customers' service and sales as they are the one to interact with the customer on a daily basis. Work environment is the key factor in job satisfaction. Good work environment and good working conditions leads to job satisfaction at the same time helps in increasing employee work performance, profitability, customer satisfaction as well as retention.

Austin (2007) mentions "Self -fulfillment", "Independence" and "Job environment" are the key reasons to managers' job satisfaction in Cyprus. Good pay, highly skilled subordinates, growth opportunities relates to self-fulfillment. Employers should focus on these three factors i.e. the demographic variables (age, gender, number of years in the organization, public or private sector, number of employees supervised) independence in work and the work environment to make the system flow flawlessly leading to job satisfaction

- **Pay**

Wages and salaries are recognized to be a significant but cognitively complex (Carragher,& Buckley, 1996) and multidimensional factor in job satisfaction. Money not only helps people attain their basic needs but is also instrumental in providing upper-level need satisfaction. Employees often see pay as a reflection of how management views their contribution to the organization. Fringe benefits are also significant, but they are not as influential.

Parvin, MM & NurulKabir (2011), the authors of the study attempts to evaluate job satisfaction of employees in different pharmaceutical companies. It focuses on the relative importance of job satisfaction factors and their impacts on the overall job satisfaction of employees. The result shows that salary, efficiency in work, fringe supervision, and co-worker relation are the most important factors contributing to job satisfaction. The

overall job satisfaction of the employees in pharmaceutical sector is at the positive level. This study presents a comprehensive diagnosis of job satisfaction indices of pharmaceutical business, the factors causing the dissatisfaction & suggestions to improve them.

2.2.4 Effects of job satisfaction

Job satisfaction is one of the most researched variables in the area of workplace psychology and has been associated with numerous ranging from leadership to job design. It is more of a journey, not a destination, as it applies to both employees and the employer. The impacts of low occupation fulfillment could be extensive and this issue is of sympathy toward little entrepreneurs and also expansive organizations. In the event that representatives are not content with their occupations, a few regions of their work are influenced and their conduct can additionally influence different workers.

Bellary et al (2015), in their paper attempted to find the impact of Information Communication and Technology (ICT) on the job satisfaction among library professionals of the Narsee Monjee Institute of Management Studies (NMIMS) Deemed University. The present study targeted 13 library professionals. It is found that majority of the respondents were required training on latest developments in the library field.

Satisfied workers will not necessarily be the highest producers. There are many possible moderating variables, the most important of which seems to be rewards. If people receive rewards they feel are equitable, they will be satisfied and this is likely to result in greater performance effort. Also, recent research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but does lead to departmental and organizational level improvements. Finally there is still

considerable debate whether satisfaction leads to performance or performance leads to satisfaction (**Luthans, 1998**).

Wang, Wei & Zhang, Yi, (2015), they developed a research model to examine the relationship between employee users "satisfaction with information and communication technologies (ICTs) and job satisfaction. Based on an online survey of 229 employee users of ICTs, this study finds that job fit positively moderates the impact of IT satisfaction on job satisfaction. Also, the results approve the mediating effect of both job fit and professional fit. This study contributes to IT performance literature by moving beyond researchers' focus on IT-related outcomes, such as employee user satisfaction, to broader job-related outcomes.

Costen, WM & Salazar, J (2011), carried out a study to explore the relationship between employee job satisfaction and intent to stay in the organization. Similarly, recent research in the area of human resources has focused on the impact of human resources practice on various organizational outcomes. In this study the authors explore the relationships between training and development, and employee job satisfaction, loyalty, and intent to stay in four lodging properties in the United States. Results indicate that employees who perceive they have the opportunity to develop new skills are more satisfied with their jobs, more loyal, and more likely to stay with the organization.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. Research methodology is the path through which researchers need to conduct their research. It shows how these researchers formulate their problem and present their result based on the data collected during the study period.

3.2 RESEARCH DESIGN

A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data.

3.2.1 Descriptive Research Design

Descriptive research is carried out in this. Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

3.3 SAMPLING TECHNIQUE

The sampling technique adopted was convenience sampling method

3.3.1 Convenience sampling method

Convenience sampling is used. Convenience sampling is a type of non-probability sampling that involves the sample being drawn from that part of the population that is close to hand.

3.4 SOURCES OF DATA

The data were collected from both primary and secondary sources.

3.4.1 Primary data

Collected directly from the respondents with the help of questionnaire.

3.4.1.1 Questionnaire

The questionnaire tried to capture the responses of the employees mainly on the key deliverables, derived from the survey conducted, and a few questions have been included to gauge the level of satisfaction and to gain insight into job satisfaction among employees.

3.4.2 Secondary data

Secondary data are the data which already exists. The secondary data were also collected from published records, journals and websites for the study.

3.5 STRUCTURE OF QUESTIONNAIRE

There are two broad types of questions open ended or open questions, and closed ended or closed questions. Open questions enable respondents to answer as they wish. Closed questions provide respondents with a list of options from which they choose.

3.6 SAMPLE SIZE

A sample size of 123 employees has been taken in this study.

3.7 PERIOD OF STUDY

The period of study is from January 2021 to March 2021 which is a three months of study.

3.8 ANALYTICAL TOOLS

Tools used for analysis are simple Percentage analysis, pie chart, chi-square test in spss tool and ANOVA in spss tool.

3.8.1 Percentage analysis

Percentage analysis is the method to represent raw streams of data as a percentage for better understanding of collected data. Percentage Analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.

3.8.2 Chi-Square

A statistical test of significance which is used to compare observed frequencies with expected frequencies with expected frequencies. The chi-square test is used for analyzing data where one has counted the frequency (number of cases or respondents) in different categories.

3.8.3 ANOVA

It is a collection of statistical models and their associated estimation procedures (such as the —variationll among and between groups) used to analyze the differences among group means in a sample.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

TABLE NO. 4.1.1: TABLE SHOWING AGE OF THE RESPONDENTS

Particulars	No. of respondents	Percentage
18-29	59	48%
30-39	55	44.70%
40-55	9	7.30%
55+Years	0	0%
Total	123	100%

Source: Primary data.

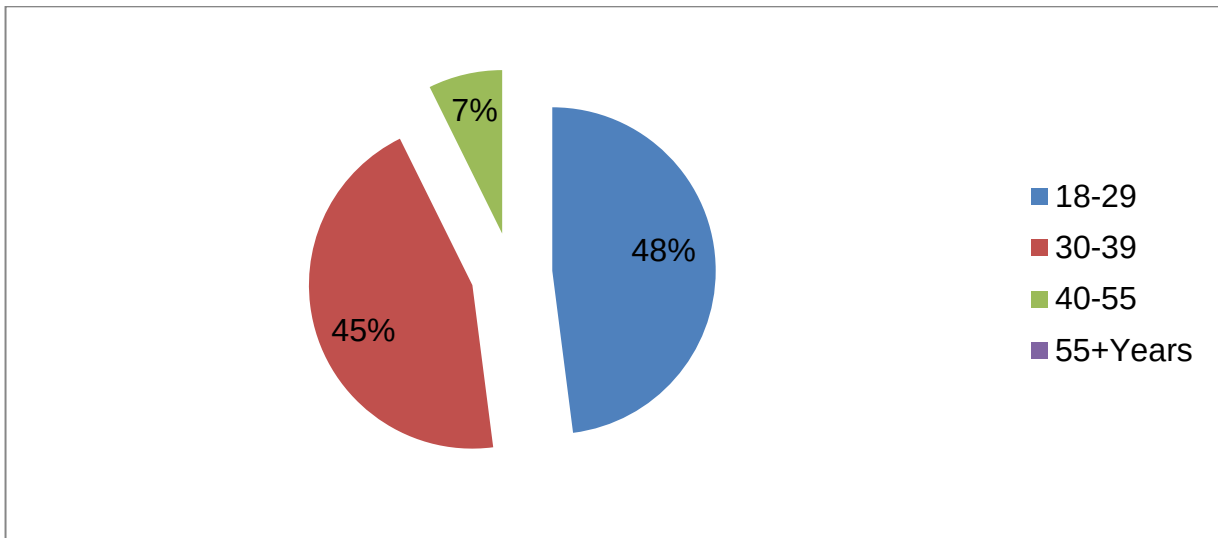


CHART NO. 4.1.1: CHART SHOWING AGE OF THE RESPONDENTS

INTERPRETATION

From the above table it is interpreted that the number of respondents between 18 to 29 is 48%, 30-39 is 45%, 40-55 is 7%.

INFERENCE

Majority (48%) of the respondents fall in the age category of 18-29 years.

TABLE 4.1.2: TABLE SHOWING MARITAL STATUS OF THE RESPONDENTS

Particulars	No. of respondents	Percentage
Married	67.035	54.50%
Unmarried	55.965	45.50%
Total	123	100%

Source: Primary data

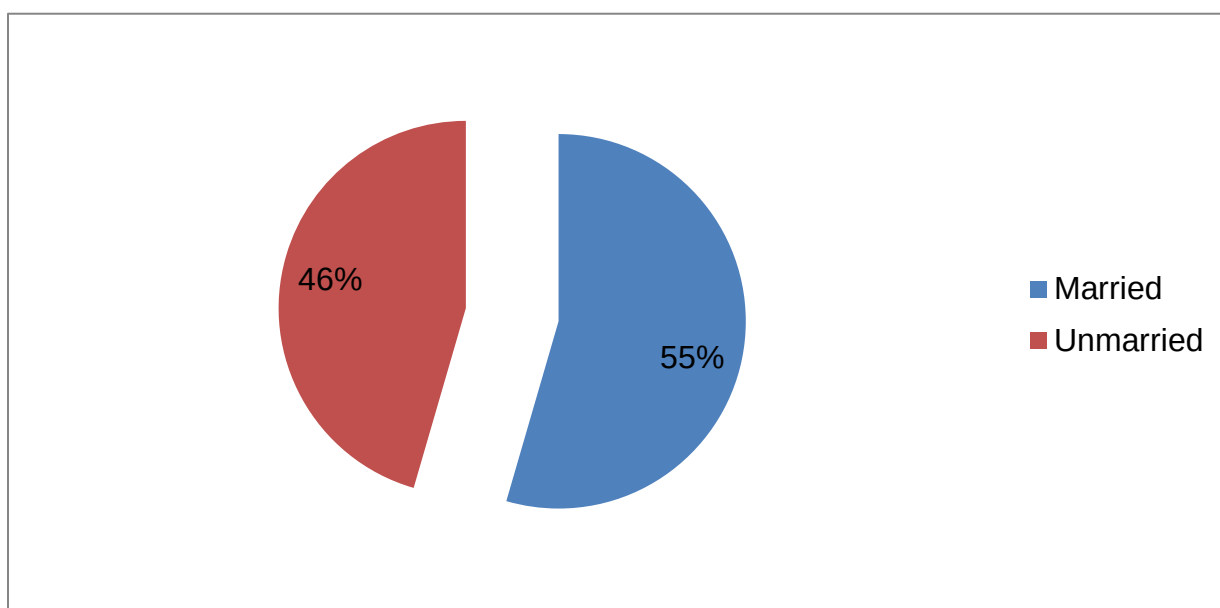


CHART 4.1.2: CHART SHOWING MARITAL STATUS OF THE RESPONDENTS

INTERPRETATION

From the above table it is interpreted that the number of married respondents is 54% and unmarried respondents is 46%.

INFERENCE

Majority (54%) of the respondents are married.

TABLE 4.1.3: TABLE SHOWING GENDER OF THE RESPONDENTS

Particulars	No. of respondents	Percentage
Male	50	40.70%
Female	73	59.30%
Total	123	100.00%

Source: Primary data

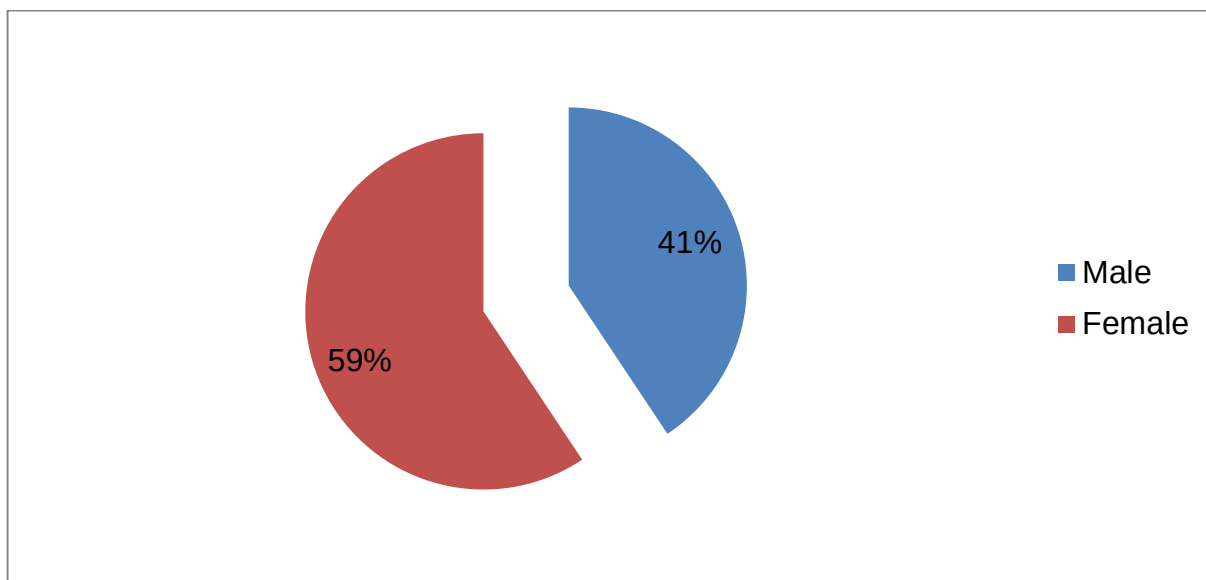


CHART 4.1.3: CHART SHOWING GENDER OF THE RESPONDENTS.

INTERPRETATION

From the above table it is interpreted that the number of male respondents is 41% and female respondents is 59%.

INFERENCE

Majority (59%) of the respondents are Male.

TABLE 4.1.4: TABLE SHOWING QUALIFICATION OF THE RESPONDENTS

Particulars	No. of respondents	Percentage
UG	26	21.10%
PG	41	33.30%
Diploma	32	26%
Professional Courses	4	3.30%
Others	20	16.30%
Total	123	100.00%

Source: Primary data

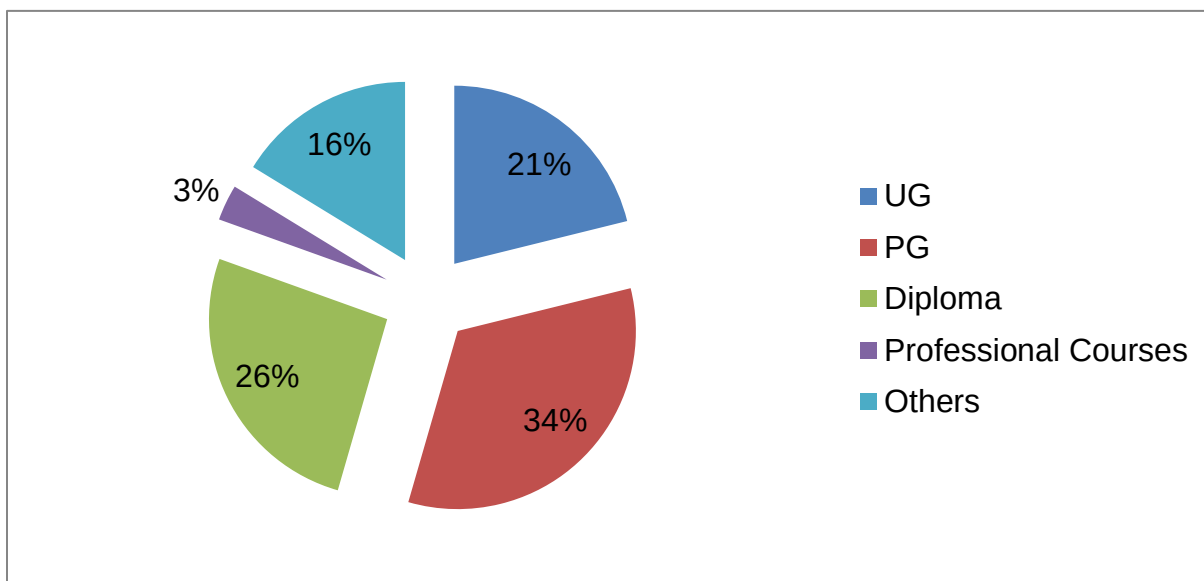


CHART 4.1.4: CHART SHOWING QUALIFICATION OF THE RESPONDENTS

INTERPRETATION

From the above table it is interpreted that the number of respondents UG is 21%, PG is 34%, Diploma is 26%, Professional Courses is 3%, others is 16%.

INFERENCE

Majority(34%) of the respondents are PG.

TABLE 4.1.5: TABLE SHOWING OCCUPATION OF THE RESPONDENTS.

Particulars	No. of respondents	Percentage
Professional	14	11.40%
Web developer	11	8.90%
Systems analyst	3	2.40%
Salaried	58	47.20%
Others	37	30.10%
Total	123	100.00%

Source: Primary data.

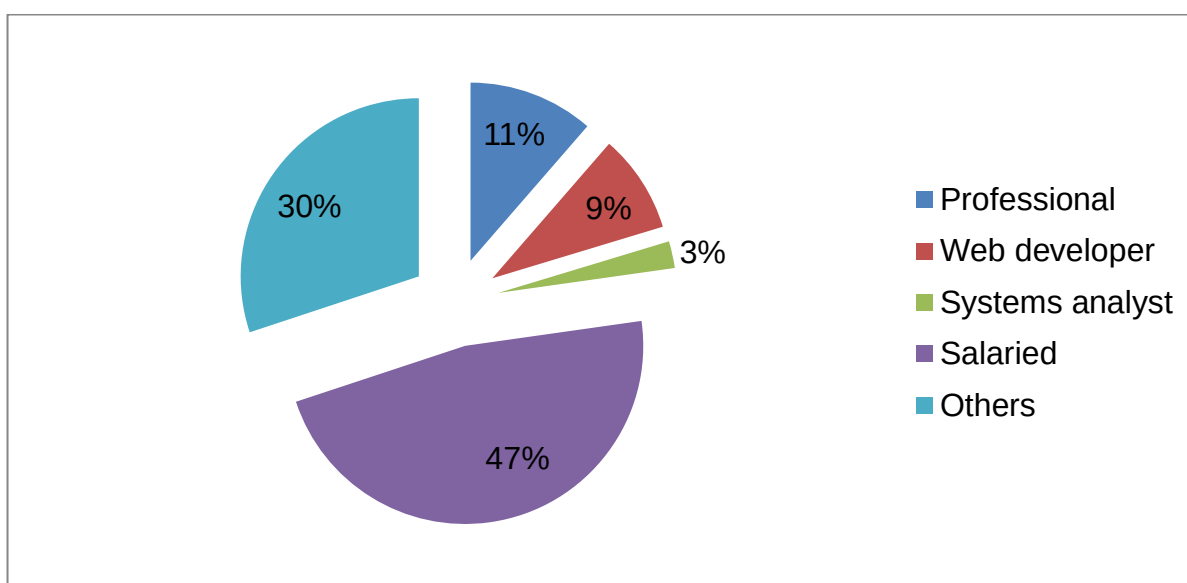


CHART 4.1.5: CHART SHOWING OCCUPATION OF THE RESPONDENTS.

INTERPRETATION

From the above table it is interpreted that the number of respondents were 30% is professional, 9% is web developer, 3% is systems analyst, 47% are salaried, 30% is others.

INFERENCE

Majority (47%) of the respondents are salaried.

TABLE 4.1.6: TABLE SHOWING WORKING YEARS OF THE RESPONDENTS.

Particulars	No. of respondents	Percentage
0-3 years	37	30.10%
3-5 years	72	58.50%
5-7 years	14	11.40%
7-9 years	0	0%
More than 9 years	0	0%
Total	123	100.00%

Source: Primary data

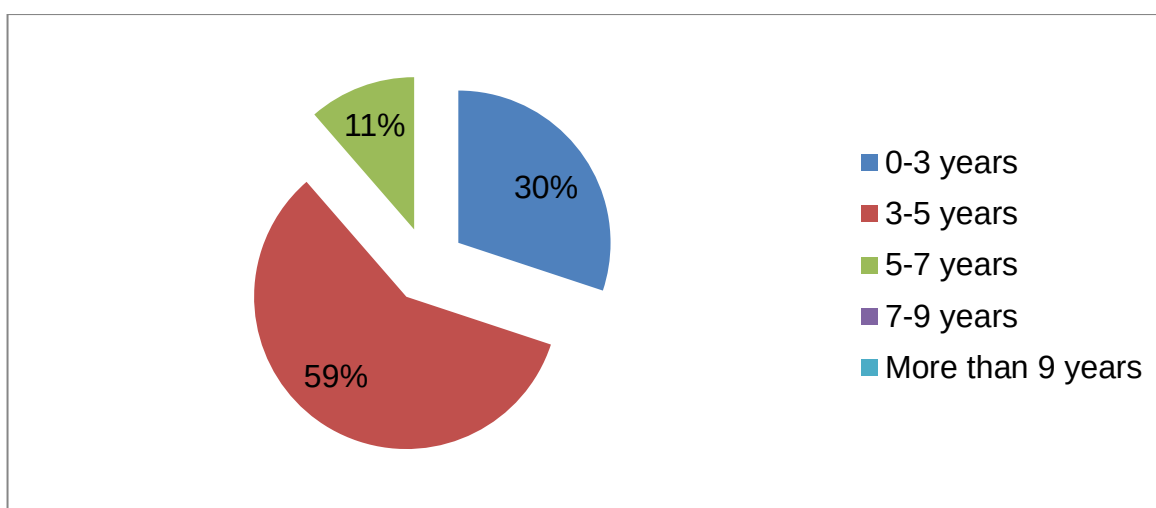


CHART 4.1.6: CHART SHOWING WORKING YEARS OF THE RESPONDENTS.

INTERPRETATION

From the above table it is interpreted that the number of working years of the respondents 0 to 3 years is 30%, 3 to 5 years is 59%, 5-7 years is 11%.

INFERENCE

Majority (59%) of the respondents working years is 3 to 5 years.

TABLE 4.1.7: TABLE SHOWING RESPONDENTS VIEW ON TRAINING RECEIVED.

Particulars	No. of respondents	Percentage
Always	0	0%
Most of the time	35	28.50%
About half of the time	54	43.90%
Once in a while	28	22.80%
Never	6	4.80%
Total	123	100%

Source: Primary data

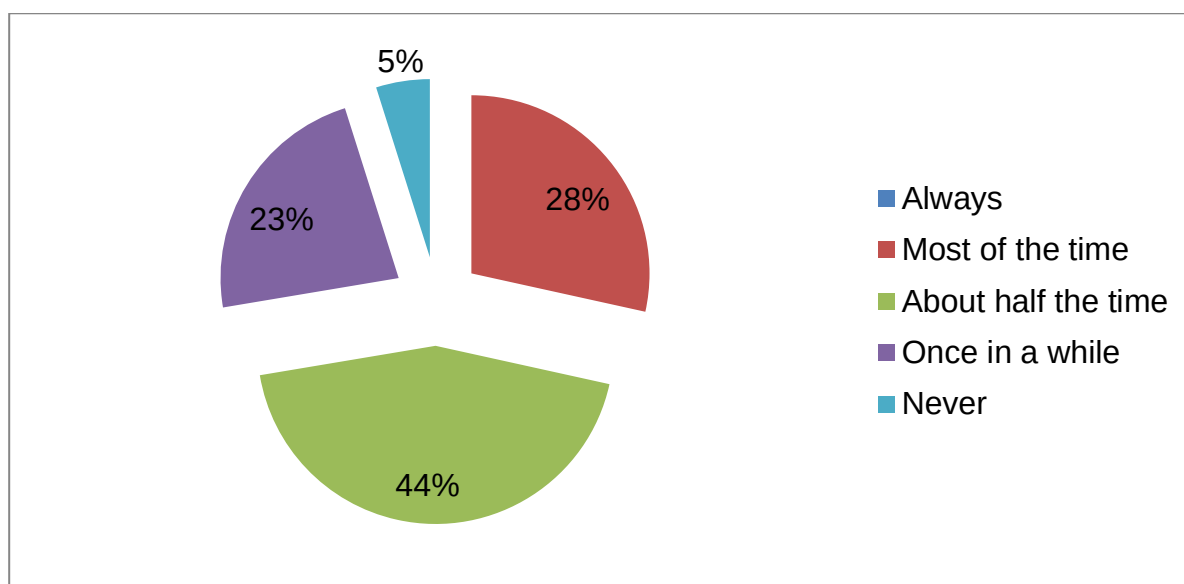


CHART 4.1.7: CHART SHOWING RESPONDENTS VIEW ON TRAINING RECEIVED.

INTERPRETATION

From the above table it is interpreted that the number of respondents received training most of the time is 28%, about half of the time is 44%, once in a while is 23%, never is 5%.

INFERENCE

Majority (44%) of the respondents received training About half of the time.

TABLE 4.1.8: TABLE SHOWING RESPONDENTS VIEW ON APPRECIATION AT WORK.

Particulars	No. of respondents	Percentage
Always	0	0%
Most of the time	51	41.50%
About half the time	38	30.90%
Once in a while	28	22.80%
Never	6	4.80%
Total	123	100%

Source : Primary data

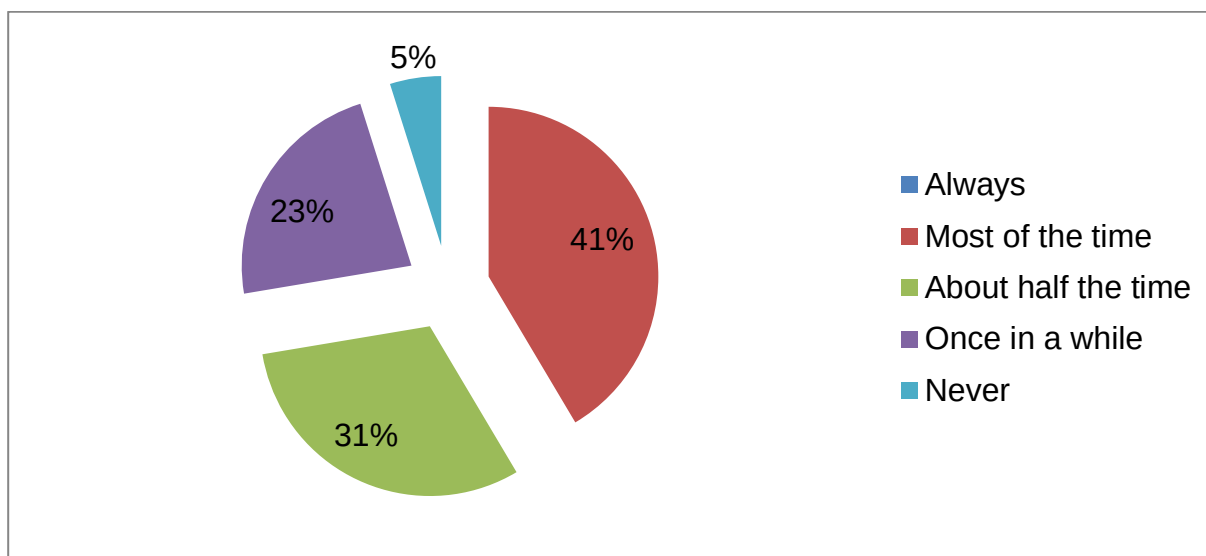


CHART 4.1.8: CHART SHOWING RESPONDENTS VIEW ON APPRECIATION AT WORK.

INTERPRETATION

From the above table it is interpreted that the number of respondents appreciated for work Most of the time is 41%, About half of the time is 31%, Once in a while is 23%, Never is 5%.

INFERENCE

Majority (41%) of the respondents appreciated for work Most of the time.

TABLE 4.1.9: TABLE SHOWING RESPONDENTS FAMILIARITY WITH THE MISSION AND VISION STATEMENT.

Particulars	No. of respondents	Percentage
Extremely familiar	3	2.30%
Very familiar	27	22%
Moderately familiar	81	65.90%
Slightly familiar	12	9.80%
Not at all familiar	0	0%
Total	123	100.00%

Source: Primary data

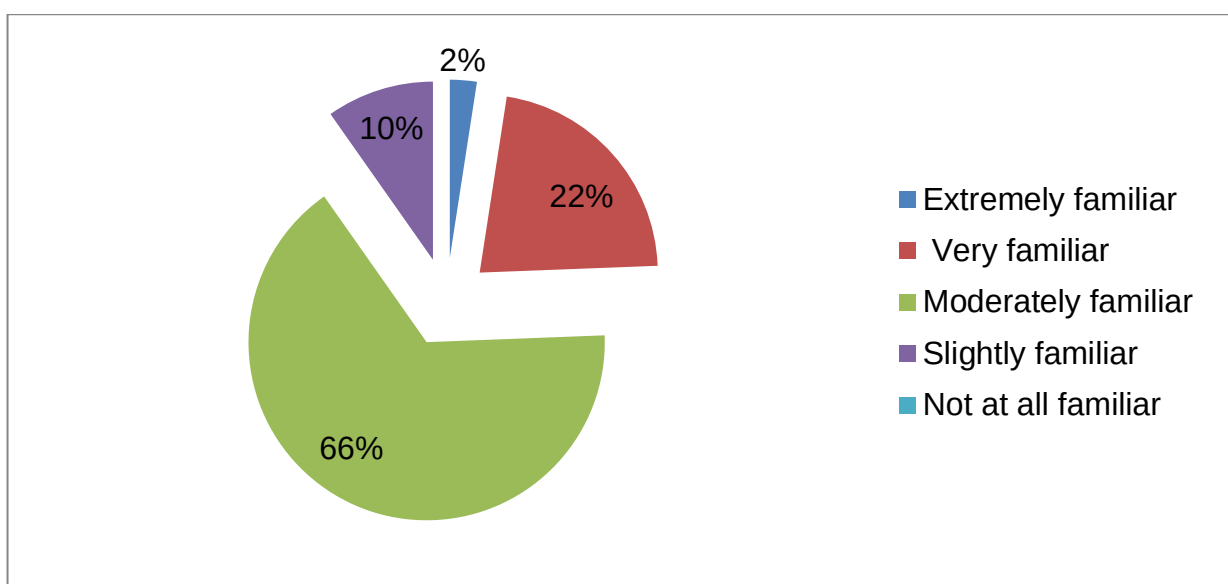


CHART 4.1.9: CHART SHOWING RESPONDENTS FAMILIARITY WITH THE MISSION AND VISION STATEMENT.

INTERPRETATION

From the above table it is interpreted that the number of respondents familiar with the mission and vision statement were 2% is Extremely familiar, 22% is very familiar, 66% is Moderately familiar, 10% is slightly familiar.

INFERENCE

Majority (66%) of the respondents is Moderately familiar with the mission and vision statement.

TABLE 4.1.10: TABLE SHOWING RESPONDENTS SATISFACTION WITH THE LEVEL OF INFORMATION ACCESS TO DO THEIR JOB.

Particulars	No. of respondents	Percentage
Very satisfied	3	2.45%
Satisfied	117	95.10%
Neutral	3	2.45%
Not Satisfied	0	0%
Very dissatisfied	0	0%
Total	123	100.00%

Source: Primary data

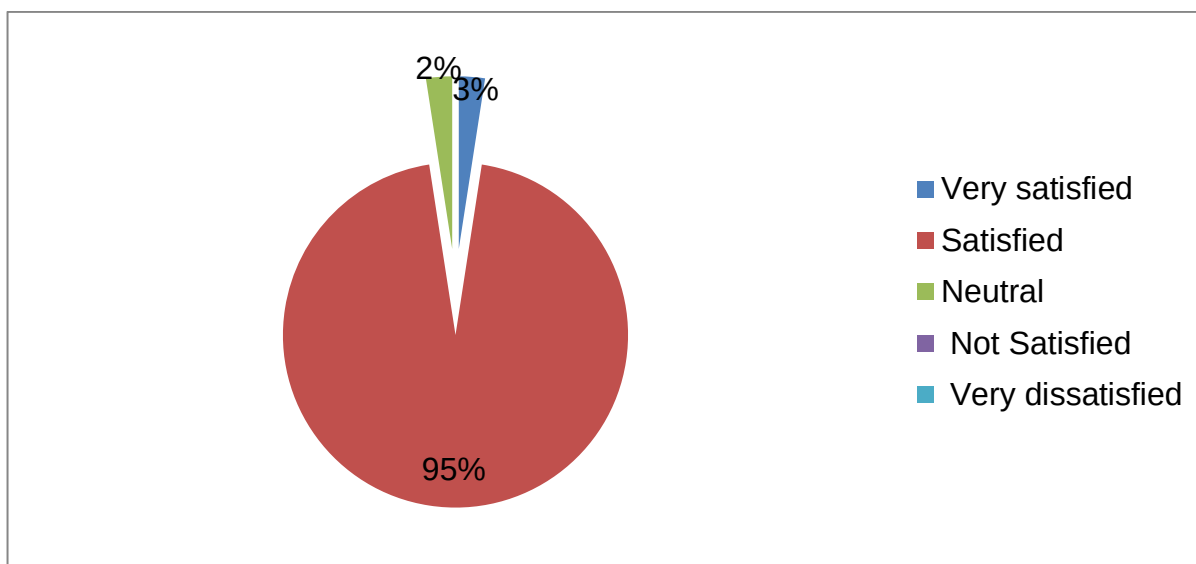


CHART 4.1.10: CHART SHOWING RESPONDENTS SATISFACTION WITH THE LEVEL OF INFORMATION ACCESS TO DO THEIR JOB.

INTERPRETATION

From the above table it is interpreted that the 3% of respondents says very satisfied, 95% says satisfied, 2% says Neutral in level of information access to do their job.

INFERENCE

Majority (95%) of the respondents says satisfied in level of information access to do their job.

TABLE 4.1.11: TABLE SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “WORKING ON MY ORGANIZATION GIVES ME A SENSE OF ACCOMPLISHMENT”.

Particulars	No. of respondents	Percentage
Strongly agree	42	34%
agree	81	66%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	123	100%

Source: primary data

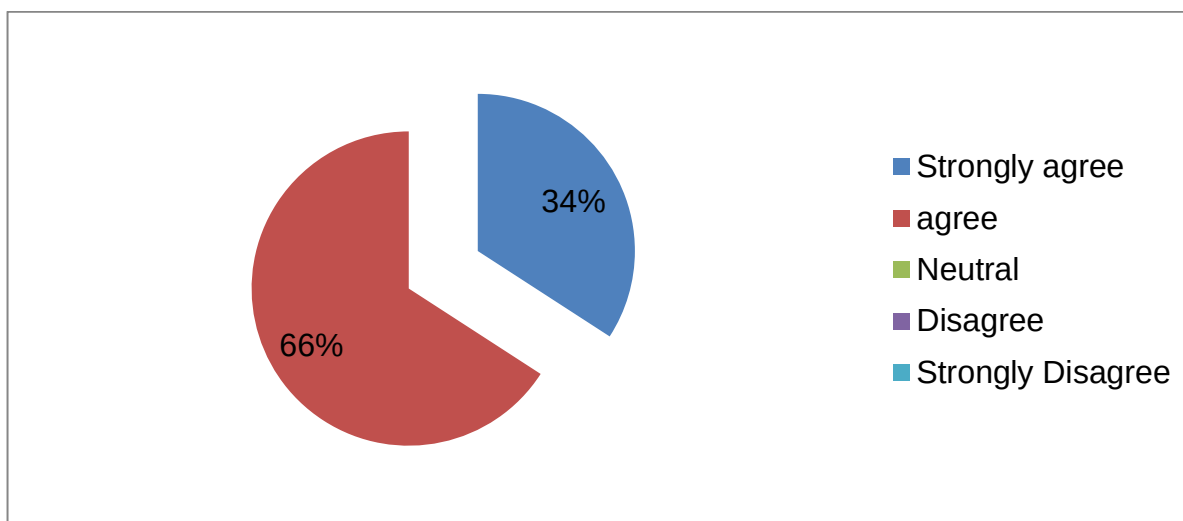


CHART 4.1.11: CHART SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “WORKING ON MY ORGANIZATION GIVES ME A SENSE OF ACCOMPLISHMENT”.

INTERPRETATION

From the above table it is interpreted that 34% of the respondents says strongly agree and 66% says agree on the statement “working on my organization gives me a sense of accomplishment”

INFERENCE

Majority (66%) of the respondents says agree on the statement “working on my organization gives me a sense of accomplishment”

TABLE 4.1.12: TABLE SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “I AM ALIGNED WITH THE ACTIVITIES OF THE ORGANIZATION I WORK FOR”.

Particulars	No. of respondents	Percentage
Strongly agree	41	33%
agree	82	67%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	123	100%

Source: Primary data

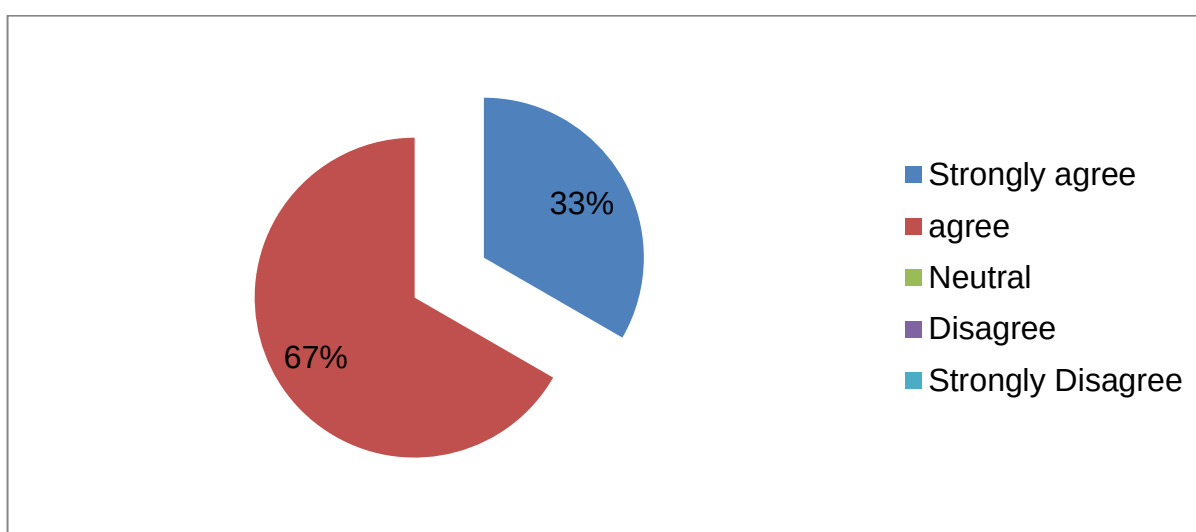


CHART 4.1.12: CHART SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “I AM ALIGNED WITH THE ACTIVITIES OF THE ORGANIZATION I WORK FOR”.

INTERPRETATION

From the above table it is interpreted that 33% of the respondents says strongly agree and 67% says agree on the statement “I am aligned with the activities of the organization I work for”.

INFERENCE

Majority(67%) of the respondents says agree on the statement “I am aligned with the activities of the organization I work for”.

TABLE 4.1.13: TABLE SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “I PUT IN ALL EFFORTS FOR CREATING VALUE FOR THE ORGANIZATION I WORK FOR”.

Particulars	No. of respondents	Percentage
Strongly agree	38	31%
agree	85	69%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	123	100%

Source: primary data

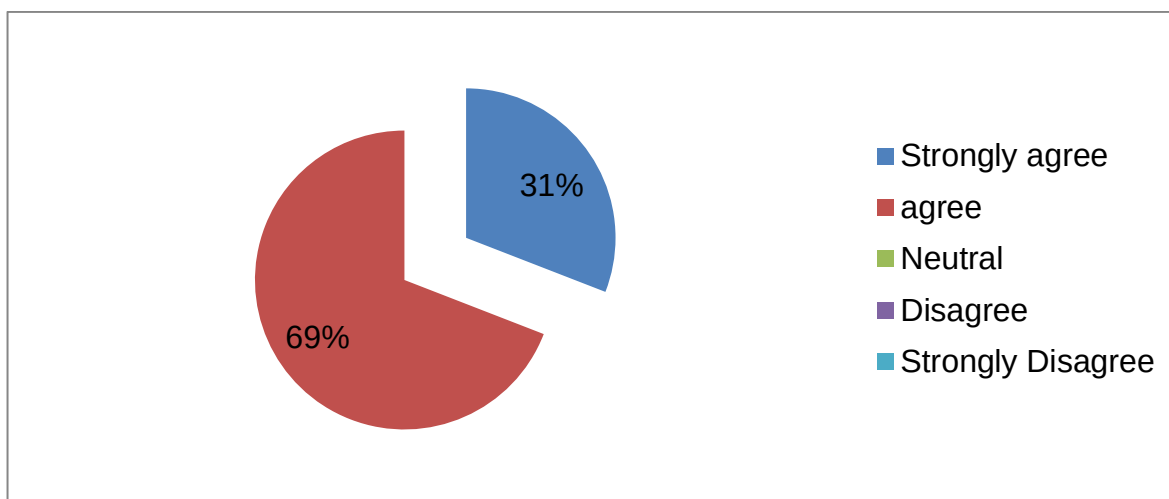


CHART 4.1.13: CHART SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “I PUT IN ALL EFFORTS FOR CREATING VALUE FOR THE ORGANIZATION I WORK FOR”.

INTERPRETATION

From the above table it is interpreted that 31% of the respondents says strongly agree , 69% says agree on the statement “I put in all efforts for creating value for the organization I work for”.

INFERENCE

Majority (69%) of the respondents says agree on the statement “I put in all efforts for creating value for the organization I work for”.

TABLE 4.1.14: TABLE SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “I FEEL EMPOWERED WHILE WORKING FOR MY JOB AS IT GIVES ME CONFIDENCE ABOUT MY ABILITIES”.

Particulars	No. of respondents	Percentage
Strongly agree	38	31%
agree	85	69%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	123	100%

Source: primary data

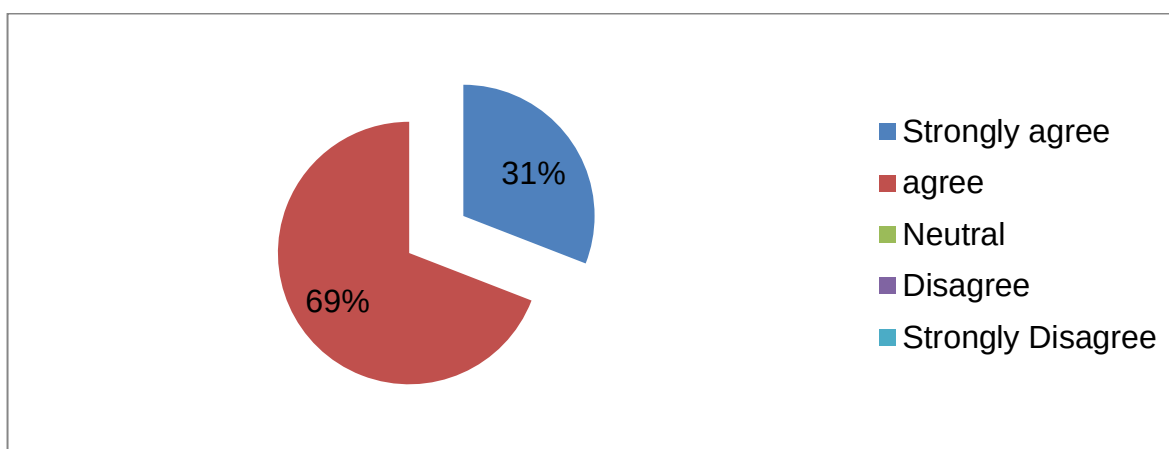


CHART 4.1.14: CHART SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “I FEEL EMPOWERED WHILE WORKING FOR MY JOB AS IT GIVES ME CONFIDENCE ABOUT MY ABILITIES”.

INTERPRETATION

From the above table it is interpreted that 31% of the respondents says strongly agree , 69% says agree on the statement “I feel empowered while working for my job as it gives me confidence about my abilities”.

INFERENCE

Majority (69%) of the respondents says agree on the statement “I feel empowered while working for my job as it gives me confidence about my abilities”.

TABLE 4.1.15: TABLE SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “WORKING FOR MY ORGANIZATION HAS ENHANCED MY SELF ESTEEM”.

Particulars	No. of respondents	Percentage
Strongly agree	38	31%
agree	85	69%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	123	100%

Source: primary data

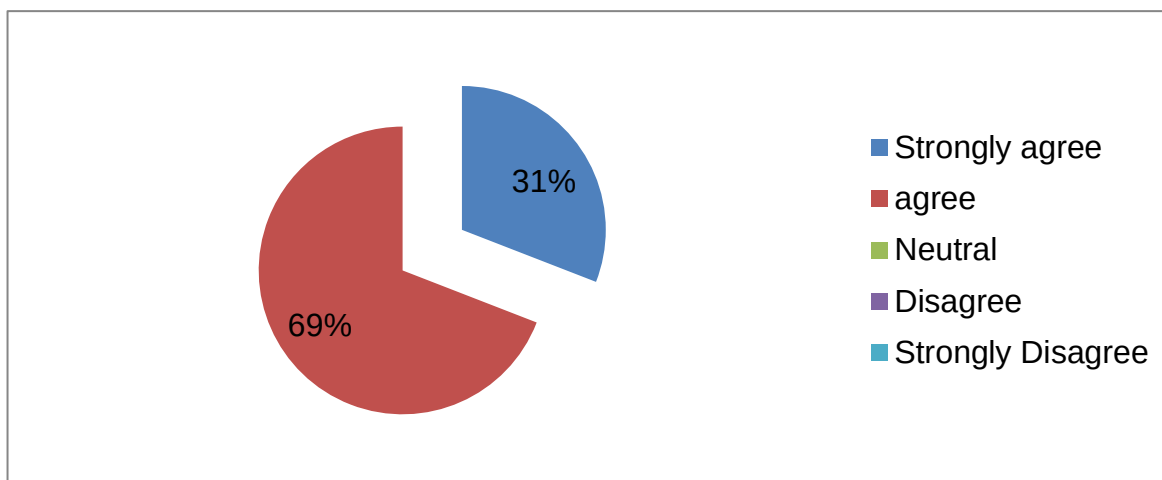


CHART 4.1.15: CHART SHOWING RESPONDENTS LEVEL OF AGREEMENT ON THE STATEMENT “WORKING FOR MY ORGANIZATION HAS ENHANCED MY SELF ESTEEM”.

INTERPRETATION

From the above table it is interpreted that 31% of the respondents says strongly agree, 69% says agree on the statement “Working for my organization has enhanced my self esteem”.

INFERENCE

Majority (69%) of the respondents says agree on the statement “Working for my organization has enhanced my self esteem”.

TABLE 4.1.16: TABLE SHOWING RESPONDENTS OPINION ON JOB SECURITY

Particulars	No. of respondents	Percentage
Very satisfied	8	6.50%
Satisfied	113	91.90%
Neutral	2	1.60%
Dissatisfied	0	0%
Totally dissatisfied	0	0%
Total	123	100.00%

Source: Primary data

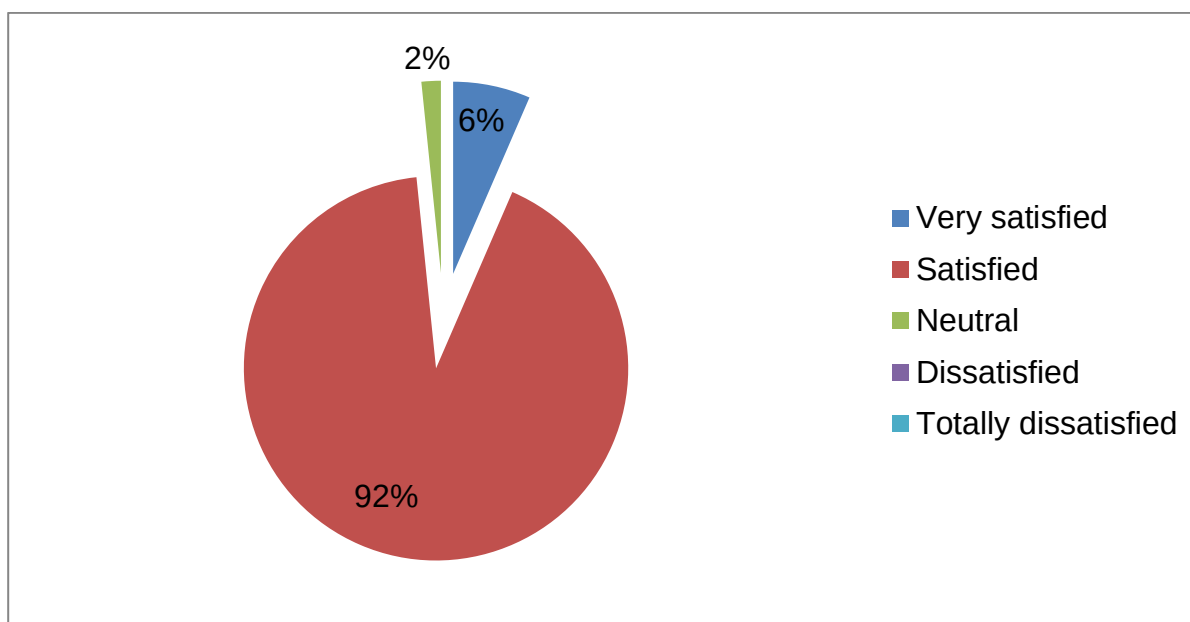


CHART 4.1.16: CHART SHOWING RESPONDENTS OPINION ON JOB SECURITY

INTERPRETATION

From the above table it is interpreted that the 6.50% of respondents says very satisfied, 91.90% says satisfied, 1.60% says neutral, 0% says dissatisfied, 0% says totally dissatisfied in Job security.

INFERENCE

Majority (91.90%) of the respondents says satisfied in job security.

TABLE 4.1.17: TABLE SHOWING RESPONDENTS OPINION ON THE TOOLS AND RESOURCES NEEDED TO PERFORM THEIR JOB WELL.

Particulars	No. of respondents	Percentage
Yes	117	95.10%
No	6	4.90%
Total	123	100.00%

Source: Primary data

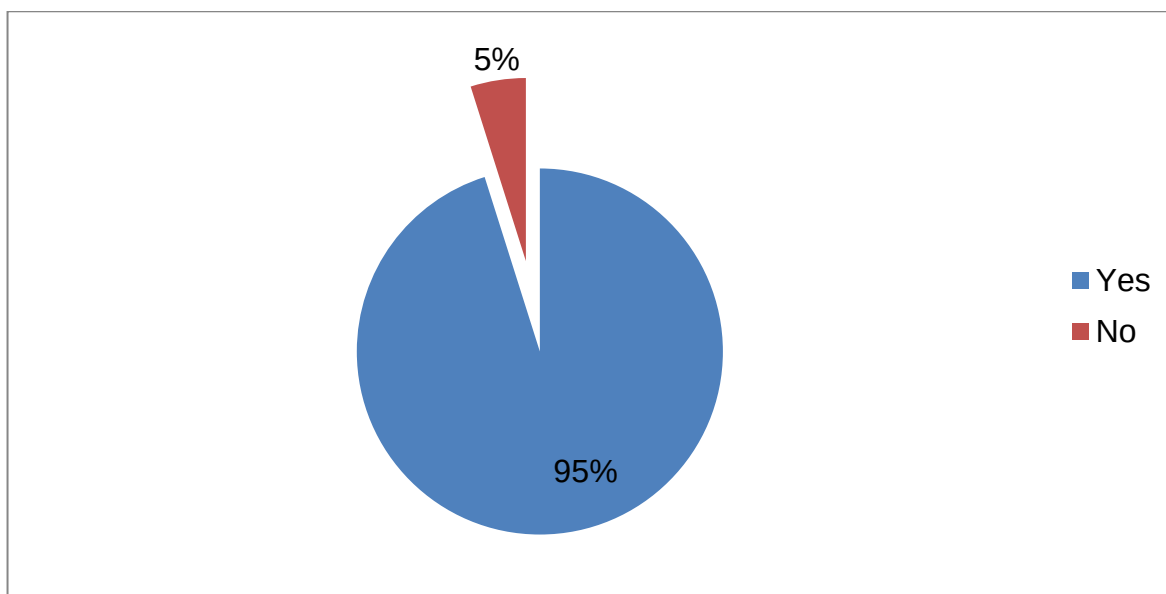


CHART 4.1.17: CHART SHOWING RESPONDENTS VIEW ON THE AVAILABILITY OF TOOLS AND RESOURCES NEEDED TO PERFORM THEIR JOB WELL.

INTERPRETATION

From the above table it is interpreted that 95% of the respondents says yes and 5% of the respondents says no on the availability of tools and resources needed to perform their job well.

INFERENCE

Majority (95%) of the respondents says that there is availability of tools and resources needed to perform their job well.

TABLE 4.1.18: TABLE SHOWING RESPONDENTS SATISFACTION LEVEL WITH THE APPRECIATION OR REWARD SYSTEM PROVIDED.

Particulars	No. of respondents	Percentage
yes	68	55.30%
No	55	44.70%
Total	123	100.00%

Source: Primary data

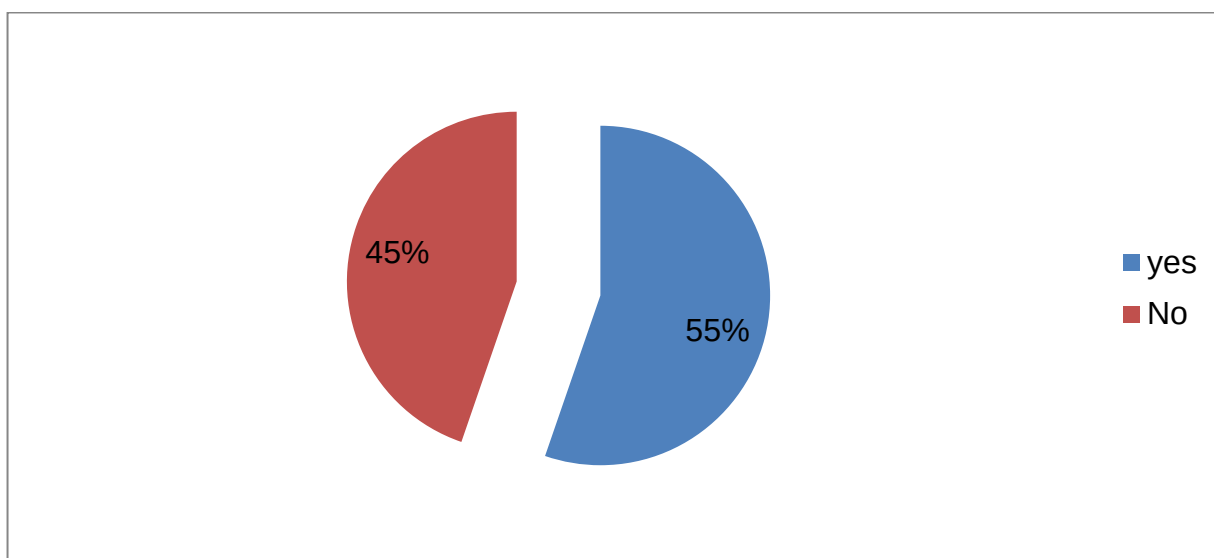


CHART 4.1.18: CHART SHOWING RESPONDENTS SATISFACTION LEVEL WITH THE APPRECIATION OR REWARD SYSTEM PROVIDED.

INTERPRETATION

From the above table it is interpreted that 55% of the respondents says yes and 45% of the respondents says no with the appreciation or reward system provided.

INFERENCE

Majority (55%) of the respondents says that they are satisfied with the appreciation or reward system provided.

TABLE 4.1.19:TABLE SHOWING RESPONDENTS VIEW ON THEIR OPINION ABOUT WORK TO THEIR COWORKERS.

Particulars	No. of respondents	Percentage
A great deal	25	20.30%
A lot	37	30.10%
A moderate amount	60	48.80%
A little	1	0.80%
Not at all	0	0%
Total	123	100.00%

Source: Primary data

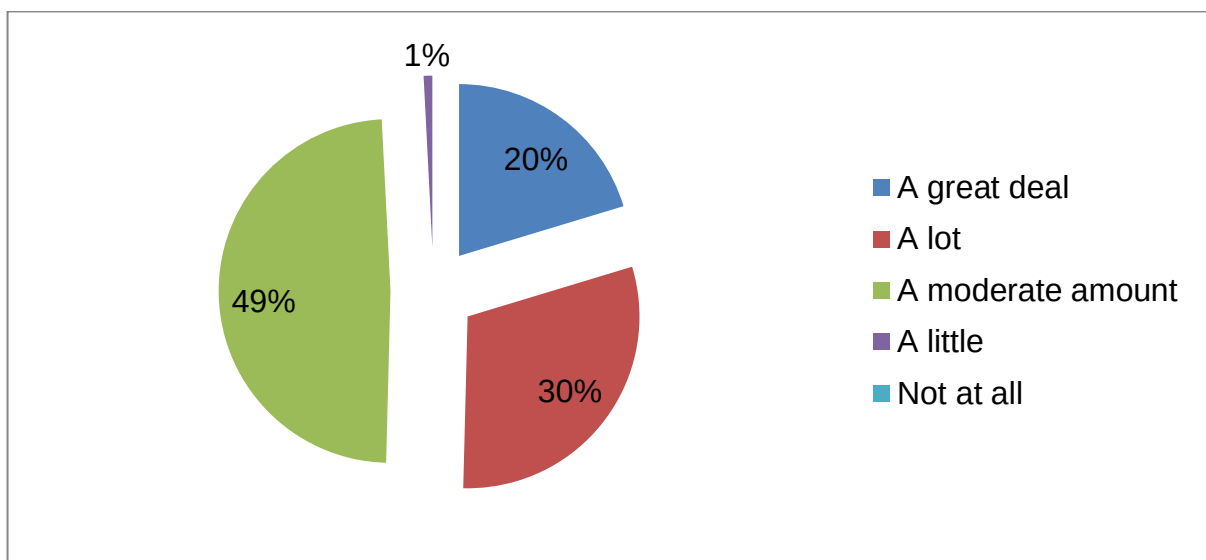


CHART 4.1.19: CHART SHOWING RESPONDENTS VIEW ON THEIR OPINION ABOUT WORK TO THEIR COWORKERS.

INTERPRETATION

From the above table it is interpreted that 20% of the respondents says a great deal, 30% says a lot, 49% says a moderate amount, 1 % says a little on their opinion about work to their coworkers.

INFERENCE

Majority (49%) of the respondents says a moderate amount on their opinion about work to their coworkers.

TABLE 4.1.20: TABLE SHOWING WORKING ENVIRONMENT OF THE RESPONDENTS.

Particulars	No. of respondents	Percentage
Participative	52	42.30%
autonomy	63	51.20%
whimsical	8	6.50%
Total	123	100.00%

Source: Primary data

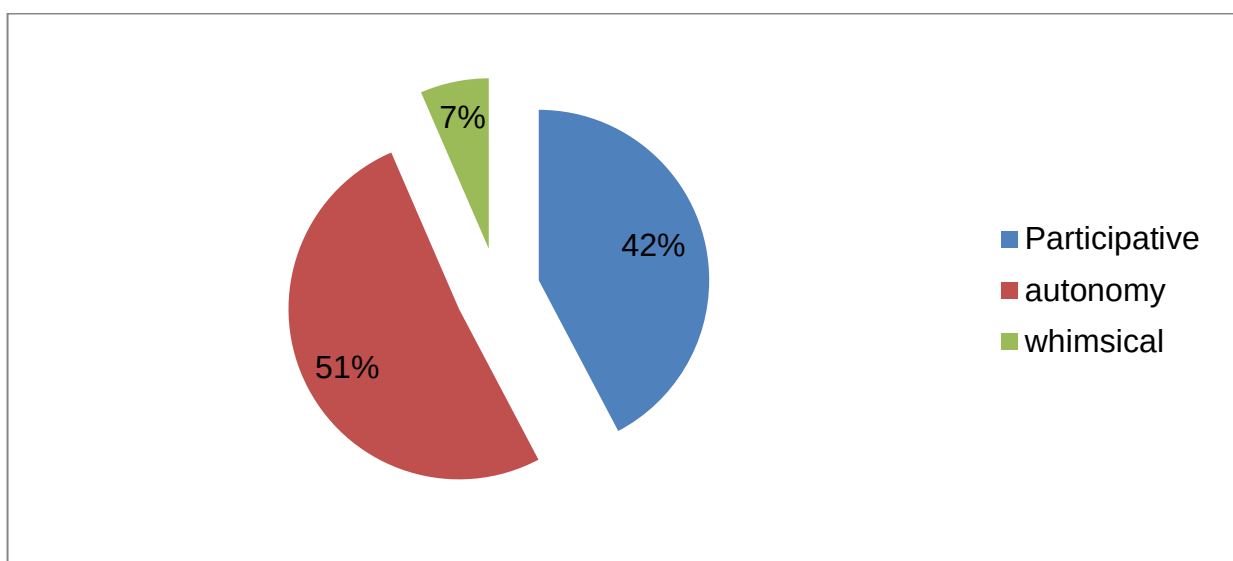


CHART 4.1.20: CHART SHOWING WORKING ENVIRONMENT OF THE RESPONDENTS.

INTERPRETATION

From the above table it is interpreted that the 42% of the respondents says working environment as participative, 51% of the respondents says working environment as autonomy, 7% of the respondents says working environment as whimsical .

INFERENCE

Majority (51%) of the respondents says working environment as autonomy.

TABLE 4.1.21: TABLE SHOWING RESPONDENTS OPINION ON STRESS AT WORK

Particulars	No. of respondents	Percentage
Extremely often	5	4.10%
Very often	24	19.50%
Moderately often	86	69.90%
Slightly often	8	6.50%
Not at all often	0	0%
Total	123	100.00%

Source: Primary data

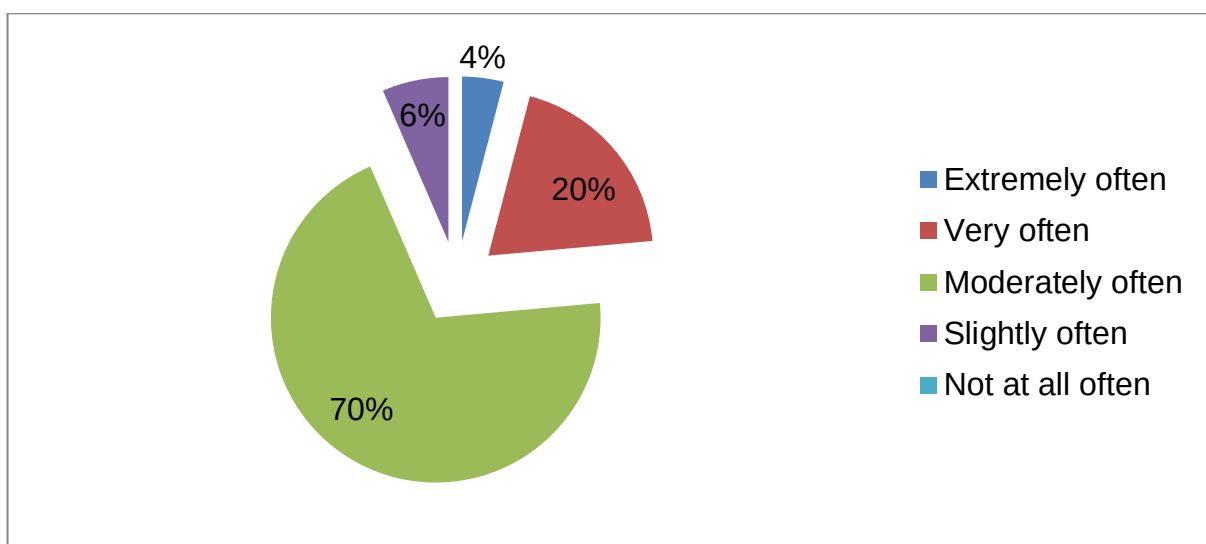


CHART 4.1.21: CHART SHOWING RESPONDENTS OPINION ON STRESS AT WORK

INTERPRETATION

From the above table it is interpreted that the 4% of the respondents says extremely often, 20% says very often, 70% says moderately often, 6% says slightly often.

INFERENCE

Majority (70%) of the respondents says Moderately often.

TABLE 4.1.22: TABLE SHOWING RESPONDENTS OPINION ON THE FORMS OF DISCRIMINATION FACED IN THE COMPANY.

Particulars	No. of respondents	Percentage
Racial discrimination	0	0%
Age discrimination	0	0%
Gender discrimination	1	0.80%
Disability discrimination	0	0%
None of the above	122	99.20%
Total	123	100%

Source: primary data

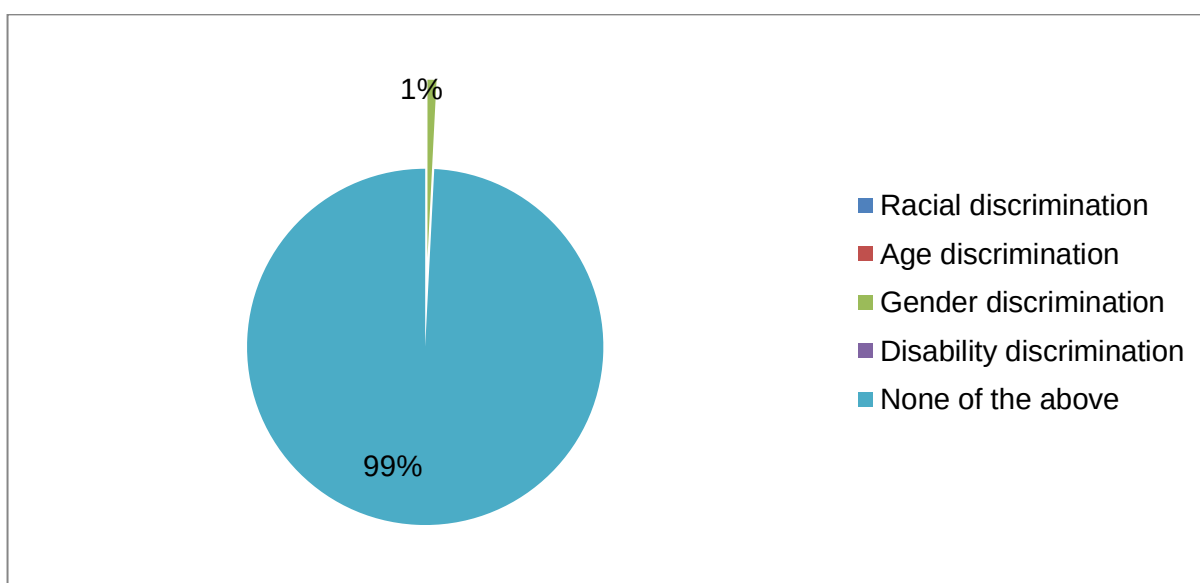


CHART 4.1.22: CHART SHOWING RESPONDENTS OPINION ON THE FORMS OF DISCRIMINATION FACED IN THE COMPANY.

INTERPRETATION

From the above table it is interpreted that 1% of the respondents faced gender discrimination and 99% of the respondents faced none of the above.

INFERENCE

Majority (99%) of the respondents faced none of the above discrimination in the company.

TABLE 4.1.23: TABLE SHOWING FACILITY THAT ATTRACTS RESPONDENTS MOST IN THE ORGANIZATION.

Particulars	No. of respondents	Percentage
Good reputation	48	39%
Scale of pay	35	28.50%
Work schedule	24	19.50%
Company policies	3	2.40%
Others	13	10.60%
Total	123	100%

Source: primary data

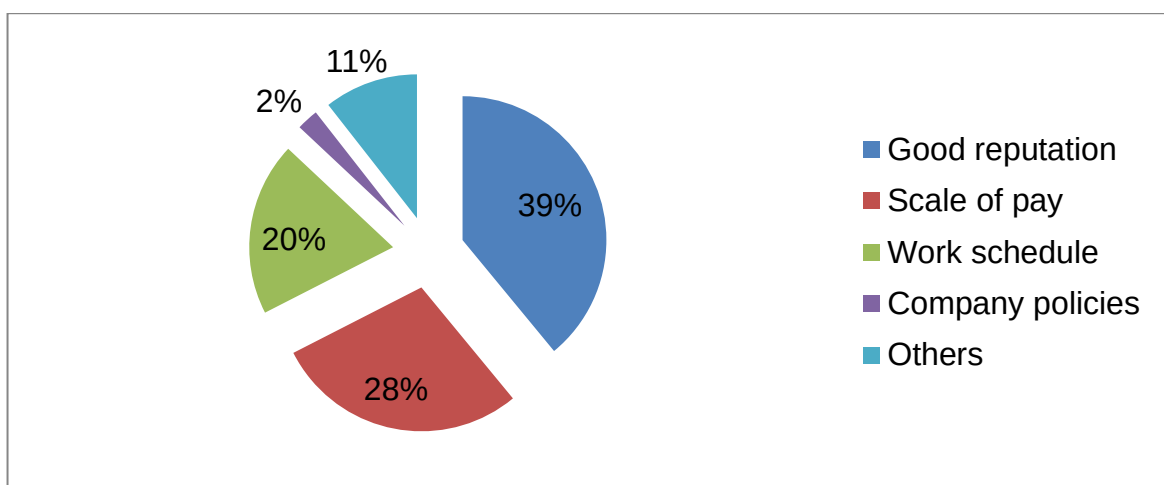


CHART 4.1.23: CHART SHOWING FACILITY THAT ATTRACTS RESPONDENTS MOST IN THE ORGANIZATION.

INTERPRETATION

From the above table it is interpreted that the 39% of the respondents says good reputation, 28% says scale of pay, 20% says work schedule, 2% says company policies, 11% says others in facility that attracts most in the organization.

INFERENCE

Majority (39%) of the respondents says good reputation in facility that attracts most in the organization.

TABLE 4.1.24: TABLE SHOWING RESPONDENTS OPINION ON PREVENTING FROM DOING JOB WELL.

Particulars	No. of respondents	Percentage
Working hours	51	41.70%
Behavior	1	1%
Working method	26	21.50%
Work pressure	12	9.70%
Communication	16	12.50%
Culture	4	3.00%
Others	13	10.40%
Total	123	100.00%

Source: primary data

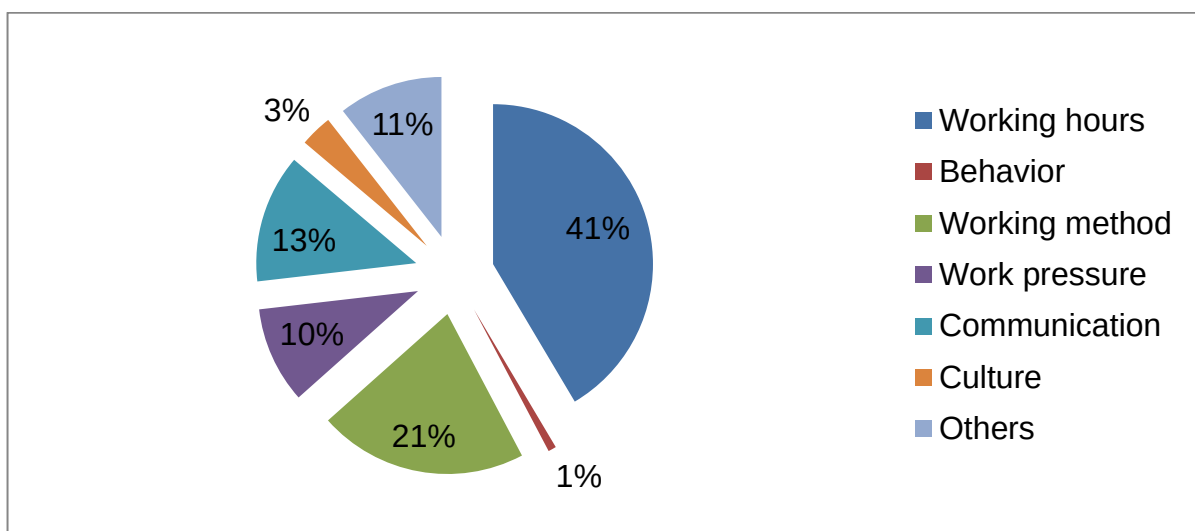


CHART 4.1.24: CHART SHOWING RESPONDENTS OPINION ON PREVENTING FROM DOING JOB WELL.

INTERPRETATION

From the above table it is interpreted that 41% of the respondents says working hours, 1% says Behaviour, 21% says working method, 10% says work pressure, 13% says communication, 3% says culture, 11% says others on preventing from doing job well.

INFERENCE

Majority (41%) of the respondents says working hours preventing from doing job well.

TABLE 4.1.25: TABLE SHOWING RESPONDENTS VIEW ON WAYS THE COMPANY CAN MAKE THINGS BETTER.

Particulars	No. of respondents	Percentage
Communicate and appreciate workers	25	20.50%
Encourage an environment of acceptance	18	14.40%
Focus on employee development	18	14.40%
Improve employee independence	11	8.90%
Manage performance to encourage growth	7	6.20%
Encourage work-life balance	17	13.70%
Facilitate social interaction	13	10.30%
others	14	12%
Total	123	100.00%

Source: primary data

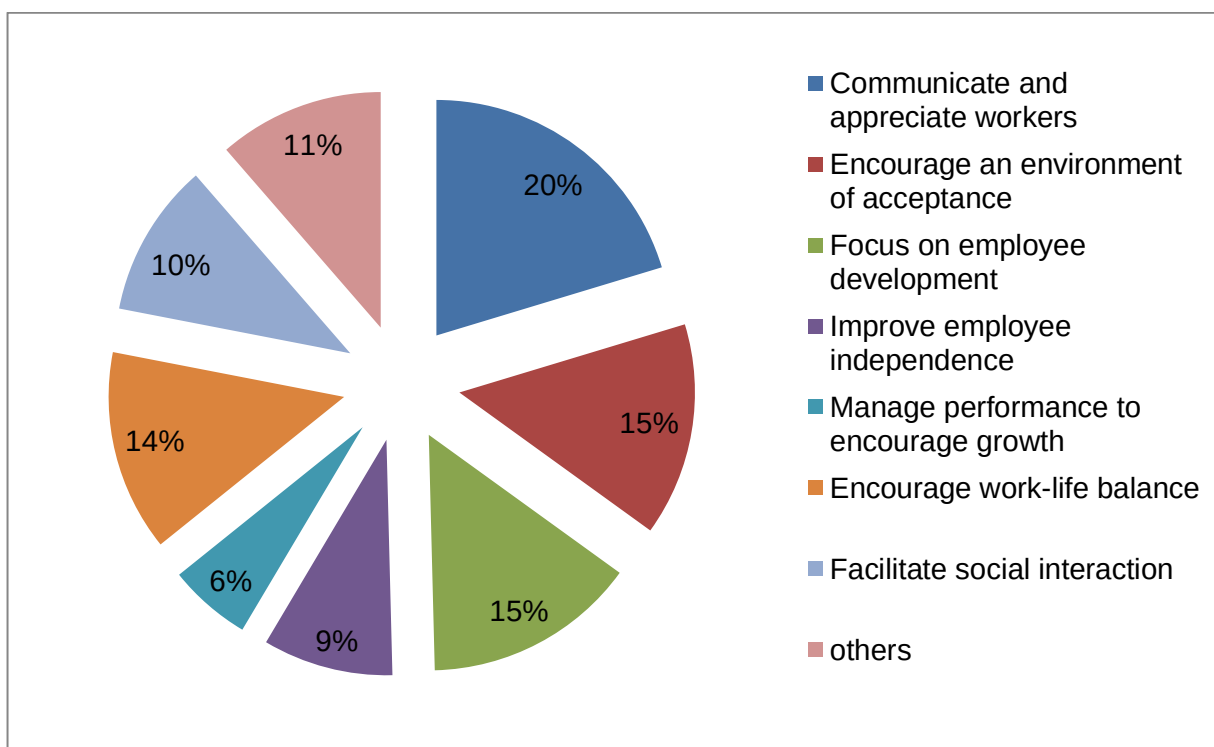


CHART 4.1.25: CHART SHOWING RESPONDENTS VIEW ON WAYS THE COMPANY CAN MAKE THINGS BETTER.

INTERPRETATION

From the above table it is interpreted that 20% of the respondents says communicate and appreciate workers, 15% says encourage an environment of acceptance, 15% says focus on employee development, 9% says improve employee independence, 6% says manage performance to encourage growth, 14% says encourage work-life balance, 10% says facilitate social interaction, 11% says others is the ways the company can make things better.

INFERENCE

Majority (20%) of the respondents says communicate and appreciate workers is the way the company can make things better.

TABLE 4.1.26: TABLE SHOWING RESPONDENTS VIEW ON WAYS THE COMPANY MAKES FEEL VALUED.

Particulars	No. of respondents	Percentage
Showing gratitude	3	2.80%
Providing learning and professional development opportunities	21	17.20%
Making time for team members	25	20.50%
Celebrating in big and little ways	8	6.60%
Rewarding individually	10	7.90%
Connecting people across the company	11	8.60%
Creating opportunities for new experiences	21	17.20%
others	24	19.20%
Total	123	100%

Source: primary data

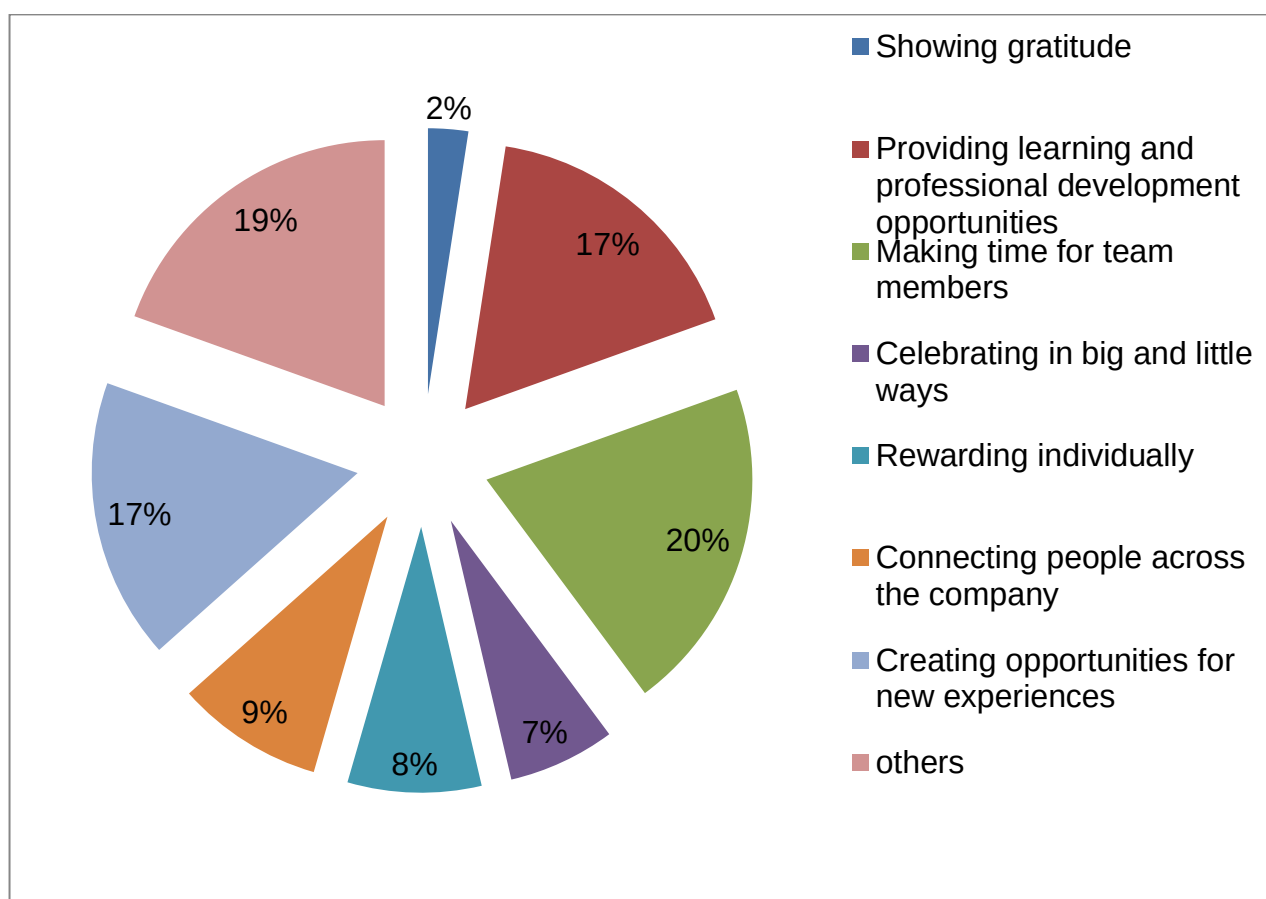


CHART 4.1.26: CHART SHOWING RESPONDENTS VIEW ON WAYS THE COMPANY MAKES FEEL VALUED.

INTERPRETATION

From the above table it is interpreted that 2% says showing gratitude, 17% says providing learning and professional development opportunities, 20% says making time for team members, 7% says celebrating in big and little ways, 8% says rewarding individually, 9% says connecting people across the company, 17% says creating opportunities for new experiences, 19% says others is the ways company make feel valued.

INFERENCE

Majority (20%) of the respondents says making time for team members is the ways company makes feel valued.

4.2 CHI-SQUARE

TABLE NO 4.2.1: TABLE SHOWING CHI-SQUARE TEST OF AGE OF THE RESPONDENTS AND TRAINING RECEIVED.

Hypothesis:

H0: There is no significant difference between age of the respondents and training received.

H1: There is significant difference between age of the respondents and training received.

Age of the respondents * How often have you received training in your organization? Crosstabulation

Expected Count

		How often have you received training in your organization?				
		About half of the time	Most of the time	Never	Once in a while	Total
Age of the respondents	18-29	25.9	16.8	2.9	13.4	59.0
	30-39	24.1	15.7	2.7	12.5	55.0
	40-55	4.0	2.6	.4	2.0	9.0
Total		54.0	35.0	6.0	28.0	123.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	19.180 ^a	6	.004
Likelihood Ratio	21.535	6	.001
N of Valid Cases	123		

a. 6 cells (50.0%) have expected count less than 5. The minimum expected count is .44.

INTERPRETION

From the result it is interpreted that sig (2-tailed) value is .004 which is less than 0.05. So H₀ is rejected and H₁ is accepted. There is significant difference between age of the respondents and training received.

TABLE NO 4.2.2: TABLE SHOWING CHI-SQUARE TEST OF AGE OF THE RESPONDENTS AND DISCRIMINATION FACED IN THE COMPANY.

Hypothesis:

H₀: There is no significant difference between age of the respondents and discrimination faced in the company.

H₁: There is significant difference between age of the respondents and discrimination faced in the company.

Age of the respondents * Have you ever observed or experienced any of the following forms of discrimination in the company? Cross tabulation

Expected Count

		Have you ever observed or experienced any of the following forms of discrimination in the company?		Total
		Age discrimination	None of the above	
Age of the respondents	18-29	.5	58.5	59.0
	30-39	.4	54.6	55.0
	40-55	.1	8.9	9.0
Total		1.0	122.0	123.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	12.770 ^a	2	.002
Likelihood Ratio	5.337	2	.069
N of Valid Cases	123		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is .07.

INTERPRETION

From the result it is interpreted that sig (2-tailed) value is .002 which is less than 0.05. So H₀ is rejected and H₁ is accepted. There is significant difference between age of the respondents and discrimination faced in the company.

4.3 ANOVA

TABLE NO 4.3.1: TABLE SHOWING ANOVA ANALYSIS OF OCCUPATION OF THE RESPONDENTS AND THEIR VIEW ON APPRECIATION AT WORK..

Hypothesis:

H0: There is no significant difference between occupation and their view on appreciation at work.

H1: There is significant difference between occupation and their view on appreciation at work.

Descriptives

OCCUPATION1

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
About half of the time	38	2.66	1.279	.208	2.24	3.08	1	5
Most of the time	51	2.75	1.017	.142	2.46	3.03	1	5
Never	6	1.33	.816	.333	.48	2.19	1	3
Once in a while	28	2.04	1.261	.238	1.55	2.52	1	5
Total	123	2.49	1.204	.109	2.27	2.70	1	5

ANOVA

OCCUPATION1

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.195	3	6.065	4.553	.005
Within Groups	158.537	119	1.332		
Total	176.732	122			

INTERPRETION

From the result it is interpreted that significance level is .005, which is lesser than 0.05. So H₀ is rejected and H₁ is accepted. There is significant difference between occupation of the respondents and their view on appreciation at work.

TABLE NO 4.3.2: TABLE SHOWING ANOVA ANALYSIS OF OCCUPATION OF THE RESPONDENTS AND THEIR LEVEL OF AGREEMENT ON THE STATEMENT “I AM ALIGNED WITH ACTIVITIES OF THE ORGANIZATION I WORK FOR”.

Hypothesis:

H₀: There is no significant difference between occupation of the respondents and their level of agreement on the statement “I am aligned with activities of the organization i work for.

H₁: There is significant difference between occupation of the respondents and their level of agreement on the statement “I am aligned with activities of the organization i work for.

Descriptives

O2

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Agree	82	2.32	1.226	.135	2.05	2.59	1	5
Strongly agree	41	2.83	1.093	.171	2.48	3.17	1	5
Total	123	2.49	1.204	.109	2.27	2.70	1	5

ANOVA

O2

	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	7.171	1	7.171	5.117	.025
Within Groups	169.561	121	1.401		
Total	176.732	122			

INTERPRETION

From the result it is interpreted that significance level is .025, which is lesser than 0.05. So H0 IS Rejected and H1 is accepted. There is significant difference between occupation of the respondents and their level of agreement on the statement "I am aligned with activities of the organization i work for."

CHAPTER 5

FINDINGS, SUGGESTIONS, CONCLUSION

5.1 FINDINGS

- 1) It is found that 48% of the respondents fall in the age category of 18-29 years.
- 2) It is found that Majority 54% of the respondents are married.
- 3) It is found that 59% of the respondents are Male.
- 4) It is found that 34% of the respondents are PG.
- 5) It is found that Majority 47% of the respondents are salaried.
- 6) It is found that 59% of the respondents working years is 3 to 5 years.
- 7) It is found that 44% of the respondents received training About half of the time.
- 8) It is found that 41% of the respondents appreciated for work Most of the time.
- 9) It is found that 66% of the respondents is Moderately familiar with the mission and vision statement.
- 10) It is found that 95% of the respondents says satisfied in level of information access to do their job.
- 11) It is found that 66% of the respondents says agree on the statement “working on my organization gives me a sense of accomplishment”.
- 12) It is found that 67% of the respondents says agree on the statement “I am aligned with the activities of the organization I work for”.
- 13) It is found that 69% of the respondents says agree on the statement “I put in all efforts for creating value for the organization I work for”.
- 14) It is found that 69% of the respondents says agree on the statement “I feel empowered while working for my job as it gives me confidence about my abilities”.
- 15) It is found that 69% of the respondents says agree on the statement “Working for my organization has enhanced my self esteem”.

- 16) It is found that 91.90% of the respondents says satisfied in job security.
- 17) It is found that 95% of the respondents says that there is availability of tools and resources needed to perform their job well.
- 18) It is found that 55% of the respondents says that they are satisfied with the appreciation or reward system provided.
- 19) It is found that 49% of the respondents says a moderate amount on their opinion about work to their coworkers.
- 20) It is found that 51% of the respondents says working environment as autonomy
- 21) It is found that 70% of the respondents says Moderately often.
- 22) It is found that 99% of the respondents faced none of the above discrimination in the company.
- 23) It is found that 39% of the respondents says good reputation in facility that attracts most in the organization
- 24) It is found that 41% of the respondents says working hours preventing from doing job well.
- 25) It is found that 20% of the respondents says communicate and appreciate workers is the way the company can make things better.
- 26) It is found that 20% of the respondents says making time for team members is the ways company makes feel valued.

5.2 SUGGESTIONS

- The organization should focus a little bit more on appreciation at work. As employee appreciation is directly tied with job satisfaction.
- The organization can focus more on job security by providing consistent, stable job to workers, secure employees can spend less time worrying about their job security or stressing over how they'll pay their bills if they get laid off and can spend more time focusing on their work.
- Counselling should be provided to employees who feel stressed at work, it can help employees to understand the cause of the stress and find steps to manage and reduce it.
- The company should make awareness about all the activities given to the employees for better understanding and job satisfaction.
- The company should recognize the employees problem and make it solve leads to be more satisfied with their job.
- There should be better communication among the employees at work place to make them more satisfied with their job.
- The management should also focus on the appreciation or reward system provided. Reward system helps to motivate employees to achieve high quality performance and also helps in job satisfaction among employees.

5.3 CONCLUSION

Job satisfaction is a key aspect for success of every enterprise, when employees are satisfied work of performance will increase.

Job satisfactions of employees are important in every organization. Job satisfaction is an attitude of employees about their work. Thus their efficiency is directly related to the success of the organization. It is fitting the right job in the right time and keeping them satisfied.

The efficiency of every person depends on the event of satisfaction he receives from his job. Job satisfaction contributes not only to the smooth and reflective running of the firm but also directly contribute to growth of the organization in all reasons. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. An employee with high level of job satisfaction may perform well and put in more efforts in his/her job. However, the employees with low level of job satisfaction may bring a lot of effect to the organization.

This study was undertaken to understand the impact of job satisfaction among employees. Employees play a crucial role in any organization as they have always contributed their share in the form of services for the betterment of the organization. A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Job satisfaction of employees eventually results in higher profits for companies. Through this study I can clearly understand the fact that, job satisfaction of workers is essential for the smooth running of the organization.

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APPENDIX – I (QUESTIONNAIRE)

1. NAME

2. Age of the respondents

- ☐ 18-29
- ☐ 30-39
- ☐ 40-55
- ☐ 55+ years

3. MARITAL STATUS

- ☐ Married
- ☐ Unmarried

4. GENDER

- ☐ Male
- ☐ Female

5. QUALIFICATION

- ☐ UG
- ☐ PG
- ☐ Diploma
- ☐ Professional courses
- ☐ Others

6. OCCUPATION

- ☐ Professional
- ☐ Web developer
- ☐ Systems analyst
- ☐ Salaried
- ☐ Others

7. How long you have been working in this organization ?

- ☐ 0-3 years
- ☐ 3-5 years
- ☐ 5-7 years
- ☐ 7-9 years
- ☐ More than 9 years

8. How often have you received training in your organization?

- ☐ Always
- ☐ Most of the time
- ☐ About half the time
- ☐ Once in a while
- ☐ Never

9. How often do you feel your work is appreciated?

- ☐ Always
- ☐ Most of the time
- ☐ About half the time
- ☐ Once in a while
- ☐ Never

10. How familiar are you with the mission and vision statement of the organization?

- ☐ Extremely familiar
- ☐ Very familiar
- ☐ Moderately familiar
- ☐ Slightly familiar
- ☐ Not at all familiar

11. How satisfied are you with the level of information access you have to do your job?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral
- ☐ Not Satisfied
- ☐ Very dissatisfied

12. Please indicate your level of agreement for the below statement.

	Strongly agree	agree	Neutral	Disagree	Strongly Disagree
Working on my job gives me a sense of accomplishment.					
I am aligned with the activities of the organization I work for.					
I put in all efforts for creating value for the organization I work for.					
I feel empowered while working for my job as it gives me confidence about my abilities.					
Working for my organization has enhanced my self esteem					

13. What do you feel about job security in the organization?

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Neutral

- Dissatisfied
- Totally dissatisfied

14. Do you have the tools and resources needed to perform your job well?

- Yes
- no

15. Are you satisfied with the appreciation or reward system provided by your management ?

- Yes
- No

16. How much do your opinions about your work matters to your coworkers?

- A great deal
- A lot
- A moderate amount
- A little
- Not at all

17. How is the working environment ?

- Participative
- autonomy
- whimsical

18. In a typical week, how often do you feel stressed at work?

- Extremely often
- Very often

- Moderately often
- Slightly often
- Not at all often

19. Have you ever observed or experienced any of the following forms of discrimination in the company?

- Racial discrimination
- Age discrimination
- Gender discrimination
- Disability discrimination
- None of the above

20. Which facility attracts you the most in the organization?

- Good reputation
- Scale of pay
- Work schedule
- Company policies
- Others

21. Is there anything preventing you from doing your job well ?

- Working hours
- Behavior
- Working method
- Work pressure
- Communication

- Culture
- Others

22. In what ways can the company make things better ?

- Communicate and appreciate workers
- Encourage an environment of acceptance
- Focus on employee development
- Improve employee independence
- Manage performance to encourage growth
- Encourage work-life balance
- Facilitate social interaction
- others

23. In what ways does the company make you feel valued?

- Showing gratitude
- Providing learning and professional development opportunities
- Making time for team members
- Rewarding individually
- Celebrating in big and little ways
- Connecting people across the company
- Creating opportunities for new experiences
- Others

APPENDIX - II (ARTICLE)

A STUDY ON IMPACT OF JOB SATISFACTION AMONG EMPLOYEES IN IT INDUSTRY

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ABSTRACT

Job satisfaction is very important for the success of every organization. Satisfaction of employees is required in every field of work to increase their work of performance. Job satisfaction of the employees will not only help in smooth running of the organization but will also help in the growth of the organization in all reason. The aim of this research is to investigate the impact of job satisfaction among employees in IT industry. Descriptive research is carried out for this study. Convenience sampling method has been used. Data has been collected through questionnaire from 123 respondents. The analysis was done using percentages and statistical test.

Key words – Job satisfaction, Organization, Performance

INTRODUCTION

Employee job satisfaction has a significant impact on an organization's success. It's important to understand how to keep workers by keeping them happy and empowered to produce exceptional results. Employee job satisfaction motivates workers, which helps companies maintain standards and increase productivity. Employment satisfaction is an emotional reaction to one's work environment. As a result, it can only be assumed rather than seen.

How well the results meets or exceeds expectations is also a determining factor in job satisfaction. For example, if participants in an organization believe they are working better than those in the department but are earning less incentives, they are more

likely to have negative attitudes about their job. on the other hand, they are more likely to have good attitudes toward the work if they feel they are being handled well and fairly compensated.

A happy employee is said to be a good employee. Any grievance related to organizational or personal issues has a greater impact on the work. If an employee is dissatisfied with their work, they are more likely to be absent, have a lower turnover rate, make errors, divert resources to various forms of disputes, and so on.

With this in mind, all organizations are attempting to find places where satisfaction can be increased in order to avoid the dangers mentioned above. Employees that are satisfied are often more likely to be creative and inventive, resulting in breakthroughs that enable a business to evolve and adapt positively over time and in response to changing market conditions. Therefore Job satisfaction is a critical factor in motivating workers to deliver successful outcomes in every company.

REVIEW OF LITERATURE

Employee attitudes that contribute to work satisfaction were explored by **Saari and Judge (2004)**. Employee attitude is linked to the job; when an individual enjoys their work, their satisfaction level rises, which improves the overall performance of the company.

According to **Melvin (1993)**, an organization's environmental design has a significant impact on worker satisfaction while also having a significant impact on employees' high job participation. An organization strong environmental design aids in the resolution of disputes and ambiguity. The author goes on to say that it is the management's duty to plan the workplace in such a way that it eliminates frustration by properly organizing work tasks and working patterns.

People's feelings and their beliefs about their employment are referred to as job satisfaction. People's levels of job satisfaction can vary from extremely happy to extremely unhappy. People have attitudes toward different aspects of their employment (**George 2008**).

Employee job satisfaction and its effect on results was highlighted by **Singh and Jain (2013)**. The company's morale is reflected in the attitude of its employees. Employees who are happy play an important role in customer care and sales because they are the ones who communicate with consumers on a regular basis. Employment satisfaction is largely determined by the work environment. Job satisfaction is boosted by a positive work atmosphere and working conditions, which also helps with employee productivity, profitability, customer satisfaction, and retention.

Satisfied employees aren't always the most efficient. There are several potential moderating variables, with incentives appearing to be the most significant. People will be happy if they earn incentives that they think are fair and this will likely lead to increased performance effort. Furthermore, recent research suggests that while satisfaction does not always lead to improved individual performance, it does lead to improvements at the departmental and organizational levels. Finally, whether satisfaction leads to performance or performance leads to satisfaction is still a point of contention (**Luthans,1998**).

OBJECTIVE OF THE STUDY

Primary objective:

- To study job satisfaction among employees

Secondary objective:

- To investigate how employees feel about their jobs.
- To understand what factors contribute to an improvement in employee job satisfaction.
- To understand the key causes of employee dissatisfaction.
- To study the employees perception towards organization.

RESEARCH METHODOLOGY

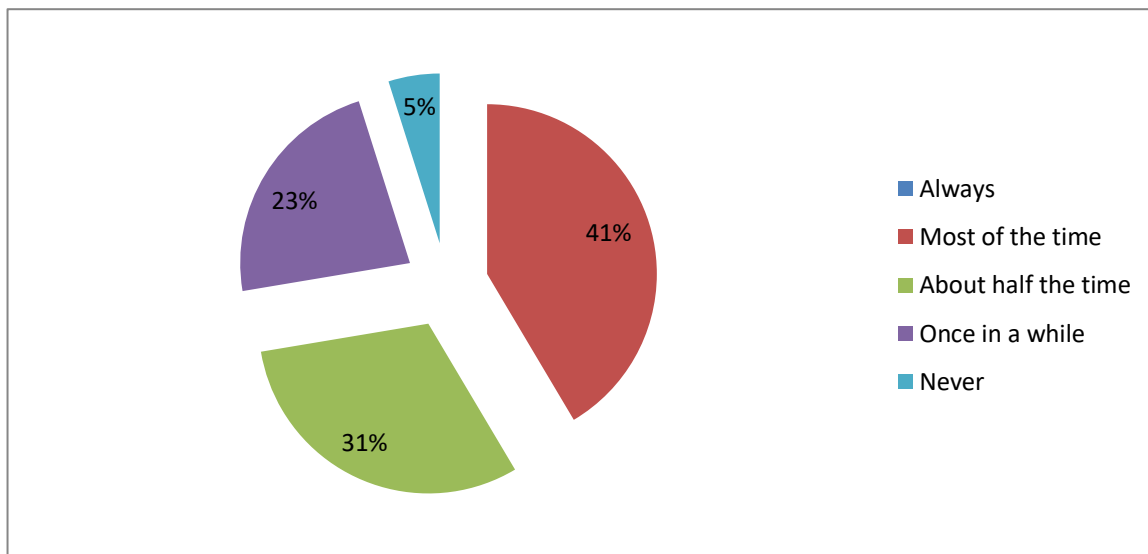
This research uses descriptive analysis methods. The convenience sampling technique was used in this study. The information was gathered from primary and secondary sources. Primary data was gathered directly from respondents through questionnaire, and secondary data was gathered from published documents, journals, and websites etc. In this analysis, 123 employees were used as a sample size. Simple percentage analysis, pie chart, chi-square test in spss tool, and ANOVA in spss tool were used for analysis.

DATA ANALYSIS AND INTERPRETATION

i. Respondents view on appreciation at work.

Particulars	No. of respondents	Percentage
Always	0	0%
Most of the time	51	41.50%
About half the time	38	30.90%
Once in a while	28	22.80%
Never	6	4.80%
Total	123	100%

Source: Primary data



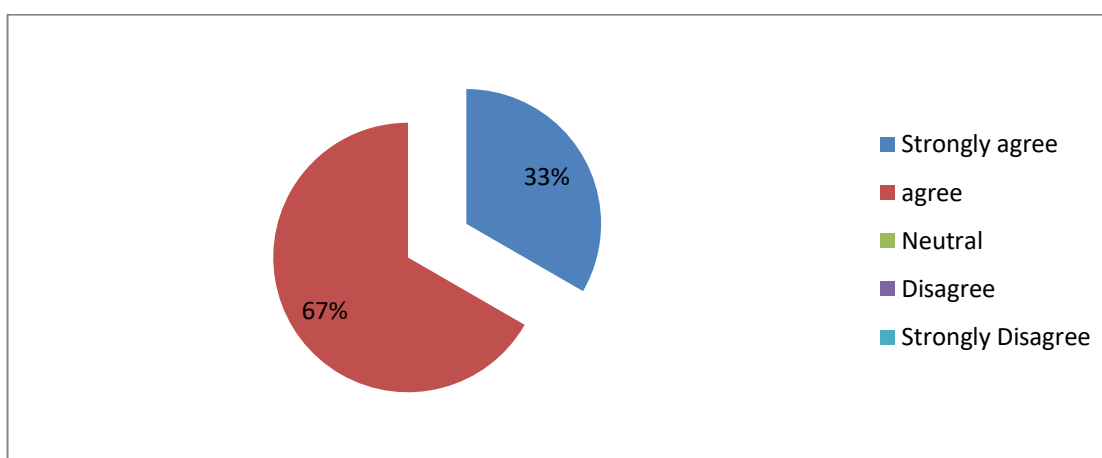
INFERENCE:

Majority (41%) of the respondents appreciated for work Most of the time.

ii. **Respondents level of agreement on the statement “I am aligned with the activities of the organization I work for”.**

Particulars	No. of respondents	Percentage
Strongly agree	41	33%
agree	82	67%
Neutral	0	0%
Disagree	0	0%
Strongly Disagree	0	0%
Total	123	100%

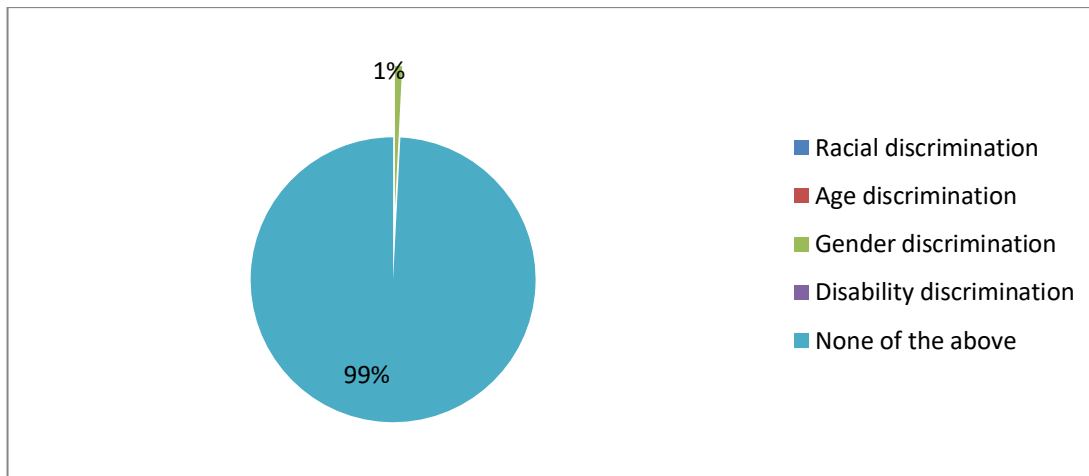
Source: Primary data



iii. **Respondents opinion on the forms of discrimination faced in the company.**

Particulars	No. of respondents	Percentage
Racial discrimination	0	0%
Age discrimination	0	0%
Gender discrimination	1	0.80%
Disability discrimination	0	0%
None of the above	122	99.20%
Total	123	100%

Source: primary data



INFERENCE:

Majority (99%) of the respondents faced none of the above discrimination in the company.

iv. TABLE SHOWING CHI-SQUARE TEST OF AGE OF THE RESPONDENTS AND DISCRIMINATION FACED IN THE COMPANY.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	12.770 ^a	2	.002
Likelihood Ratio	5.337	2	.069
N of Valid Cases	123		

a. 3 cells (50.0%) have expected count less than 5. The minimum expected count is .07.

INTERPRETION

The sig (2-tailed) value is .002, which is less than 0.05, according to the results. As a result, H₀ is rejected while H₁ is accepted. The age of the respondents and the discrimination they face in the company are significantly different.

v. TABLE SHOWING ANOVA ANALYSIS OF OCCUPATION OF THE RESPONDENTS AND THEIR VIEW ON APPRECIATION AT WORK.

ANOVA
OCCUPATION1

	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	18.195	3	6.065	4.553	.005
Within Groups	158.537	119	1.332		
Total	176.732	122			

INTERPRETION

The significance level is .005, which is less than 0.05, so H0 is rejected and H1 is accepted based on the results. The respondents' occupation and attitudes toward workplace appreciation differ significantly.

vi. TABLE SHOWING ANOVA ANALYSIS OF OCCUPATION OF THE RESPONDENTS AND THEIR LEVEL OF AGREEMENT ON THE STATEMENT “I AM ALIGNED WITH ACTIVITIES OF THE ORGANIZATION I WORK FOR”.

ANOVA
O2

	Sum Squares	of df	Mean Square	F	Sig.
Between Groups	7.171	1	7.171	5.117	.025
Within Groups	169.561	121	1.401		
Total	176.732	122			

INTERPRETION

The significance level is .025, which is less than 0.05, according to the results. As a result, H0 is Rejected and H1 is accepted. This shows that there is a significant

difference between occupation of the respondents and their level of agreement on the statement “I am aligned with activities of the organization I work for.

FINDINGS

- Most of the respondents falls in the age category of 18-29 years.
- Most of the respondents are salaried.
- It is found that 44% of the respondents received training about half of the time.
- It is found that 41% of the respondents appreciated for work most of the time.
- It is found that 67% of the respondents says agree on the statement “ I am aligned with the activities of the organization I work for”.
- It is found that 91.90% of the respondents says satisfied in job security.
- It is found that 55% of the respondents says that they are satisfied with the appreciation or reward system provided.

SUGGESTIONS

- The organization should focus a little bit more on appreciation at work. As employee appreciation is directly tied with job satisfaction.
- The organization can focus more on job security by providing steady, reliable job to workers. Secure employees can spend less time worrying about their job security or worried about how they'll pay their bills if they're laid off and more time focused on their work.
- Counseling should be provided to employees who feel stressed at work, it will help them realize the root of their stress and finds ways to handle and reduce it.
- The management should also focus on the appreciation or reward system provided. Reward system helps to motivate employees to achieve high quality performance and also helps in job satisfaction among employees.

CONCLUSION

Job satisfaction is a critical component of any company's success; when workers are happy, their productivity rises. Employee job satisfaction is critical in every company. Employees' attitudes toward their employment are referred to as job satisfaction. As a result, their effectiveness is directly proportional to the organization's performance. It's about finding the right work for the right person at the right time and keeping them happy. Employees who are happy with their work are more likely to perform well and put in more effort. Employees who are dissatisfied with their employment, on the other hand may have a significant impact on the company.

This study was undertaken to understand the impact of job satisfaction among employees. Employees are critical to any company because they have always contributed their fair share in the form of services for the organization's betterment. A happy employee is often beneficial to a company because he or she strives to provide the best service possible. Employee job satisfaction ultimately leads to increased income for organizations. Through this research, I have gained strong understanding of the importance of employee job satisfaction for the smooth operation of an organization.

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