

Job Satisfaction of Employees in Information Technology Industry-A Study in Chennai City

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ABSTRACT

Job satisfaction deals with the employee's perception on anticipated and recognized from work situation in an organization. This will enhance employee confidence, which improves morale and provides better and positive workplace, increases productivity and building commitment to the industry. The important theories like Maslow's theory, Lawler's theory, Discrepancy theory, Edwin A. Locke's Range of Affect Theory, Taylor's classical approach, Human interactions theory etc., analysis of job satisfaction. It is noted that the job satisfaction is related to the total relationship between an individual and the employer for which he is paid. The Chennai City was purposively chosen for this research work and a total of 100 respondents working in IT/ITES/BPO industry were contacted by using random sample method with a pre-tested questionnaire. This study analyses about sex education, service tenure, experience, monthly income, opportunity for career growth, job security, relationships with co-workers, most congenial atmosphere, problems of the employees, inadequate time to complete work, possibility of growth, work life balance, stress from superiors, satisfied with the overall compensation, job security, and fully able to use their skills of Sample Employees of IT Industries in Chennai City.

KEYWORDS: *Job satisfaction, perception, Maslow's theory, Lawler's theory, job security, congenial atmosphere, work life balance.*

I. Introduction

Employees job satisfaction in an industry is related to the work and work environment, job recognition, good relation with the coworkers, good salary etc. Job satisfaction is an employee's perception of what is anticipated and what is recognized from work situation in an organization. It is measured by the gap between level of expectation and what is actually received by an employee. The management of an industry has the responsibility in generating job satisfaction by acknowledging the acceptable needs of the employees. Similarly the human resource managers should know how to retain employees with job satisfaction in the industry. It is because satisfied employees perform better with lesser absenteeism and greater retention rate. In addition, employees and managers good relationship would accentuate the growth of industry as well as foster job satisfaction. Further, Hoppock

explained that job satisfaction is “any combination of psychological, physiological and environmental circumstances that cause the person truthfully to say I am satisfied with my job” (Mirza S Saiyadain, 1996).

Job recognition will enhance employee confidence, which improves morale and provides better and positive workplace, increases productivity and building commitment to the industry. If the employee does something outstanding the superiors should appreciate them and compensate accordingly. Job recognition improves good relation among managers, supervisors and employees and also reduces job related stress, absenteeism and nurtures pride and enthusiasm. In an industry, sound financial condition alone is not enough but it requires satisfied and healthy work forces to achieve result to an organization. The greatest asset to any industry is to have and retain satisfied work force. They only lay foundation on which the structure of a successful industry is built upon.

II. Review of Literature

Some of the theories of job satisfaction like Maslow’s theory (A.H.Maslow, 1954) are based on the relationship between the best and worst environment at work. The conditions in which the workers come are considered as motivators, while the bad environment are called defensive factors. And preserving such factors lead to unsatisfactory environment and contrary motivator elements. The bad factors consist of corporation policies and management, work condition, salary, status and relations with co-workers. The motivating factors deals with success, fame, specialties of work, responsibility, awards and advancement.

Lawler’s theory (E.E.Lawler, 1973) explains that job satisfaction in different conditions. The Fulfillment theory deals with the basic rule of bringing happiness to workers is to satisfy their demands. If the worker earns more he is satisfied more and if he earns less he is not satisfied. A higher rank job brings more satisfaction to the employees. The Discrepancy theory is of what the workers are expecting and getting it. Expectations, evaluations and hopes of workers about their works are more important than what they are having in real. Difference between expectations and gatherings are the base of this theory in light of these three questions: “what do workers wish? what are their expectations? and what can they get actually?”. The Equity theory deliberates about employee’s qualifications, contribution to the work and in turns the job’s contribution to him. This implies creating an attitude of worker against the work he does. If the worker is paid over his work he will feel guilty but if he is paid under what he deserves his feeling for justice will rise. Two-factor theory regards the elements of reasons of fulfillment.

Edwin A. Locke’s Range of Affect Theory (E.A. Locke, 1976) deals with job satisfaction determined by wants in a job and what one has in a job. The Dispositional theory portrays that people have instinctive dispositions that cause them to have tendencies toward satisfaction, regardless of job. Herzberg’s (E.A. Locke, 1976) Two Factor theory explains about satisfaction and motivation in the workplace. This theory states that satisfaction and dissatisfaction are driven by different factors motivation and hygiene factors, respectively. An employee’s motivation to work is continually related to job satisfaction. Further, motivation is a inner force that drives individuals to attain personal and organization goals. Motivating factors are those aspects of the job that make

people to perform and provide employees like satisfaction, achievement in work, recognition and promotion opportunities.

Taylor's classical approach (F.W.Taylor, 1911) deals with doing a work and increasing productivity directly to its own inside elements and regarded the work's own elements and work organization. Organization and management theories analyse about the organization structures in which workers do their jobs. Workers are biologic beings who are doing jobs to earn their needs and the workers should follow the instructions of managers. And the rewards will come as money at the end. To earn more money, the worker will use his abilities wisely.

Human interactions theory gives importance to interactions and belonging sense next to the economical behaviors of workers. A person is not only an economic being but also bearing respect for others, realizing himself and wishing to advance. This theory gives importance to social factors. Yankelovich examined job satisfaction with gender, race, education, job, age and stated important results related with social factors (D. Yankelovich, 1974).

Some studies on humanizing the workplace indicate that satisfied employees are more productive and that organizations with satisfied employees are more efficient. The satisfied employees are more likely to experience high internal work motivation, to give high quality work performance and to have less absenteeism and turnover (Willa M. Bruce and J. Walton Blackburn, 1992).

Job satisfaction is an individual's feeling regarding his or her work. It is influenced by a multitude of factors (Barbara Murphy, 2004). Job satisfaction is related to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is feeling accompanying the attainment by an impulse of its objective. Job satisfaction is feeling of affiliation to the institution.

Dissatisfaction among the employees in IT sector leads to frustration and frustration leads to aggression. It is believed that employees dissatisfied with their job may be militant in their attitude towards the management. 'Dissatisfaction is infectious and quickly spreads to other employees and is likely to affect the morale and working of other employees and image of organization. The factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization' (S.K Srivastava, 2004).

S. Subramanian and M. Vinothkumar (2009) have argued that the preoccupation with tight work schedules, offering time bound business solutions to varied and complex problems within deadline etc are a typical work life characteristic of IT professionals. Enhancing the strength of individuals internal resources such as hardiness and self-esteem are assumed to act as buffer while encountering any stressful events in occupational life. This study conducted to examine relation among hardiness personality, self-esteem and occupational stress index among IT professionals. Job satisfaction is the feeling and also individual's awareness of the job which can be

influenced by others capability to complete the tasks and the level of communication. The study found that the most of the people in the IT sector are satisfied with their jobs and were more satisfied with the bonus and incentives, the working environment, the flexibility in working hours, telecommunications provided by the Management (Sanjeev Kumar et.al., 2017).

The stress in the job leads to acute dysfunction which is a disease as per medical science and the employee may be vulnerable and may commit suicide. The stress is found in all the professions and by using z test and analysis of variance they found that age, education, experience, working hours and income have significant relationship with occupational stress. The linear regression model found that 45 percent of variance in occupational stress by the ten organizational stress variables in their study (P.V. Suresh Babu and S. Balakrishna, 2017).

III. Focus and Objectives of the Study

With these an attempt is made in this article to analyse the job satisfaction at work and how it is determined by factors like pay, promotion, supervision, co-workers' behavior and attitude, and the general demographic characteristics like gender, age, educational background, and work experience. In addition, it is observed that the success of any organization depends up on job satisfaction and the satisfied employees are the biggest assets to an organization and the dissatisfied employees are the liability to the organization. The IT industry is a peculiar one and the turnover and retention in IT industry do not support that IT turnover can be independent of job satisfaction. The IT employees seem to be quicker to change jobs than other employees when they are dissatisfied with their current employer. This study is an attempt to study the Job Satisfaction level of Employees in Information Technology Industries in Chennai.

IV. Selection of Study Area and Methodology:

The Chennai City was purposively chosen for this research work as it is an important destination for IT industry due to educated manpower, standard of educational institutions, sound infrastructure, low costs, quality labour force, location of international airport and sea port. The present study was conducted during 2019 to analyze the job satisfaction among the employees working in IT industries in Chennai District. A total sample respondents were 100 and they were identified in terms of employment IT/ITES/BPO industry during the survey period on random sample method. The sample respondents were contacted with a specially prepared and pre-tested questionnaire.

V. Results and Discussion

This study analyses about details of Sample Employees of IT Industries in Chennai City on factors like: sex education, service tenure, experience, monthly income, opportunity for career growth, job security, relationships

with co-workers, most congenial atmosphere, problems of the employees, inadequate time to complete work, possibility of growth work life balance, stress from superiors, satisfied with the overall compensation, job security, and fully able to use my skills.

Table 1: Sex Wise Details of Sample Employees of IT Industries in Chennai City

Sl. No	Sex	Frequency	Percent	Valid Percent	Cumulative Percent
1	Male	64	64.0	64.0	64.0
2	Female	36	36.0	36.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data

Table 1 shows that out of 100 total sample employees 64 percent are male employees and the remaining 36 percent are female employees. The sex wise data indicate that in IT industry the female employees are relatively in good number endorsing gender parity in employment which is a healthy indicator of development.

Table 2: Educational Details of Sample Employees of IT Industries in Chennai City

Sl. No	Education	Frequency	Percent	Valid Percent	Cumulative Percent
1	Up to SSLC	6	6.0	6.0	6.0
2	Undergraduate	24	24.0	24.0	30.0
3	Post graduate	45	45.0	45.0	75.0
4	Professional	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data

Table 2 shows that among the sample employees 24 percent are undergraduates, 45 percent are postgraduates, 25 percent are professional degree holders and 6 percent have studied up to SSLC level.

Table 3: Experience Details of Sample Employees of IT Industries in Chennai City (in years)

Sl.No	Experience	Frequency	Percent	Valid Percent	Cumulative Percent
1	<5	5	5.0	5.0	5.0
2	5-10	34	34.0	34.0	39.0
3	10-15	10	10.0	10.0	49.0
4	15-20	21	21.0	21.0	70.0
5	>20	30	30.0	30.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data

The experience of the sample employees of IT industries in the study area is presented in Table 3 shows that 34 percent of the sample employees have put in 5 to 10 years, 21 percent of them have served 15 to 20 years, 30 percent worked more than 20 years, 10 percent in 10 to 15 years and the 5 percent have served less than 5 years. The years of experience indicate that the most of the employees have served more than 5 years and above in the IT industry.

Table 4: Monthly Income of the Sample Employees in the IT industries (in rupees)

Sl.No	Income	Frequency	Percent	Valid Percent	Cumulative Percent
1	15000-25000	20	20.0	20.0	20.0
2	25001-35000	8	8.0	8.0	28.0
3	35001-45000	37	37.0	37.0	65.0
4	45001-55000	16	16.0	16.0	81.0
5	55001-65000	8	8.0	8.0	89.0
6	65001-75000	4	4.0	4.0	93.0

7	75001-85000	7	7.0	7.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data The monthly income of the sample employees of the presented in Table 4 shows that 37 percent of the sample employees monthly income is in the range of Rs.35001 to Rs.45000, 20 percent in Rs.15000 to Rs.25000, 16 percent under Rs.45001 to Rs.55000, 8 percent in Rs.55001 to Rs.65000, 7 percent in Rs.75001 to Rs.85000 and the rest of 4 percent in Rs.65001 to Rs.75000.

Table 5: Opinion on Opportunity for Career Growth, Advancement and Promotion

Sl.No	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	Strongly agree	10	10.0	10.0	10.0
2	Agree	20	20.0	20.0	30.0
3	Strongly disagree	30	30.0	30.0	60.0
4	Disagree	25	25.0	25.0	85.0
5	Undecided	15	15.0	15.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data

Table 5 indicates that 20 percent have agreed and 10 percent have strongly agreed, but the disagreement was 55 percent (strongly disagreed by 29.8 percent and disagreed by 23.3 percent) and hence it can be inferred that opportunity for career growth, advancement and promotion is not agreed by all the sample employees.

Table 6: Opinion on Job Security

Sl.No	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	Strongly agree	14	14.0	14.0	14.0
2	Agree	10	10.0	10.0	24.0
3	Strongly disagree	30	30.0	30.0	54.0

4	Disagree	35	35.0	35.0	89.0
5	Undecided	11	11.0	11.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data

Table 6 shows that job security is strongly agreed by 14 percent, agreed by 10 percent, strongly disagreed by 30 percent, disagreed by 35 percent and undecided by 11 percent. The disagreement is by 65 percent of the sample employees which implies that they have problem in job security.

Table 7: Opinion on Relationships with Co-workers

Sl.No	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	Strongly agree	6	6.0	6.0	6.0
2	Agree	20	20.0	20.0	26.0
3	Strongly disagree	14	14.0	14.0	40.0
4	Disagree	35	35.0	35.0	75.0
5	Undecided	25	25.0	25.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data Table 7 shows that 26 percent of the sample employees have agreed that (strongly agreed by 6 percent and agreed by 20 percent), whereas 49 percent of them disagreed (strongly disagreed by 14 percent and disagreed by 35 percent). Good relationship with the co-workers creates good work climates in the office and it is opined by the majority of sample employees during the survey.

Table 8: Opinion on Congenial atmosphere by the Sample IT Employees

Sl. No	Opinion	Frequency	Rank
1	Good understanding and communication between employer and employee	20	3

2	Efficiency of the employees at the departmental levels or performance appraisal	25	1
3	Goodwill of the company	15	5
4	Motivation of the workers	18	4
5	Employee retention	22	2

Source: Computed from primary data

Table 8 shows the ranking of the opinion of sample employee's on congenial atmosphere or environment for efficient working is analysed in terms of sample IT employee's opinion on good understanding and communication between employer and employee, efficiency of the employees at the departmental levels or performance appraisal, goodwill of the company, motivation of the workers and employee retention. The value of efficiency of the employees at the departmental levels or performance appraisal with rank one followed by employee retention with rank 2, good understanding and communication between employer and employee is ranked third, motivation of workers ranked fourth and finally goodwill of the company is ranked fifth by the sample IT employees in the study area.

The general problem opined by the sample IT employees are job dissatisfaction, low morale, over load, under load, inadequate time to complete work, lack of a clear job description, no recognition, or reward, for good job performance, no opportunity to voice complaints, many responsibilities, but little authority or decision-making capacity, uncooperative or unsupportive superiors, co-workers, or subordinates no control, or pride, over the work, job insecurity and no permanence of position, exposure to prejudice regarding age, gender, race, ethnicity, or religion, no opportunity to utilise personal talents or abilities effectively, and chances of a small error or momentary lapse of attention having serious consequences. The opinion of the sample employees is given in table 9.

Table 9: Opinion on General Problem in Work by the Sample IT Employees (in percentage)

Sl.No	Work Climate factors	Yes	No	Total
1	Job dissatisfaction	27.2	72.8	100.0
2	Low morale	20.1	79.9	100.0
3	Over load	35.2	64.8	100.0
4	Under load	12.5	87.5	100.0
5	Inadequate time to complete work	68.6	31.4	100.0

6	Lack of a clear job description	19.7	80.3	100.0
7	No recognition, or reward, for good job performance	49.2	80.8	100.0
8	No opportunity to voice complaints	25.1	74.9	100.0
9	Many responsibilities, but little authority or decision-making capacity	25.3	74.7	100.0
10	Uncooperative superiors, co-workers, or subordinates	22.0	78.0	100.0
11	No control, or pride, over the work	58.3	41.7	100.0
12	Job insecurity and no permanence of position	77.8	22.2	100.0
13	Exposure to prejudice regarding age, gender, race, ethnicity, or religion	8.2	91.8	100.0
14	No opportunity to utilise personal talents or abilities effectively	35.7	64.3	100.0
15	Chances of a small error or momentary lapse of attention having serious consequences	49.5	50.5	100.0

Source: Computed from primary data

Table 9 portrays that the job dissatisfaction is opined no by the majority of 72.8 percent sample respondents which indicates the general satisfaction of the respondents in the IT industry. 35.2 percent said yes for over load and 87.5 percent said no for under load. Inadequate time to complete work is opined yes by 68.6 percent, lack of a clear job description or chain of command is opined no by 80.3 percent. Uncooperative or unsupportive superiors, co-workers, or subordinates are opined no by 78 percent. Exposure to prejudice regarding age, gender, race, ethnicity, or religion is opined no by 91.8 percent which is a good sign of better atmosphere in the IT industries. No opportunity to utilise personal talents or abilities effectively is opined no by 64.3 percent and chances of a small error or momentary lapse of attention having serious consequences is opined no by 50.5 percent of the sample employees in the study area.

Table 10: Opinion of Sample Employees on Possibility of Growth in the IT Industry

Sl. No	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	Strongly agree	22	22.0	22.0	22.0
2	Agree	25	25.0	25.0	47.0
3	Strongly disagree	19	19.0	19.0	66.0
4	Disagree	18	18.0	18.0	84.0
5	Undecided	16	16.0	16.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data

The opinion of the sample employees on possibility of growth in terms of knowledge and experience presented in table 10 indicates shows that 47 percent of them have agreed (agreed by 25 percent and strongly agreed by 22 percent). However, the disagreement is by 37 percent (strongly disagreed by 19 percent and disagreed by 18 percent) of the sample IT employees. Undecided is opined by 16 percent and as a result the industry providing the possibility of growth is agreeable.

Table 11: Opinion of Sample Employees on Work Life Balance Issues in the IT Industry

Sl.No	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	Strongly agree	11	11.0	11.0	11.00
2	Agree	23	23.0	23.0	34.0
3	Strongly disagree	35	35.0	35.0	69.0
4	Disagree	18	18.0	18.0	77.0
5	Undecided	13	13.0	13.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data

Table 11 shows the opinion of sample IT employees on work life balance issues causing to leave the job. According to them 11 percent have strongly agreed and 23 percent have agreed, whereas 35 percent of them have strongly disagreed and 18 percent disagreed and undecided by 13 percent on the point.

Table 12: Opinion of Sample Employees on Stress from Superiors in the IT Industry

Sl. No	Opinion	Frequency	Percent	Valid Percent	Cumulative Percent
1	Strongly agree	27	27.0	27.0	27.0
2	Agree	20	20.0	20.0	47.0
3	Strongly disagree	33	33.0	33.0	80.0
4	Disagree	17	17.0	17.0	97.0
5	Undecided	3	3.0	3.0	100.0
	Total	100	100.0	100.0	

Source: Computed from primary data

Table 12 portrays that 33 percent of the sample employees have strongly disagreed and 17 percent have disagreed that there is stress from superiors responsible for leaving the job by the employees in the IT industry. On the other hand, 47 percent of them have agreed (strongly agreed by 27 percent and agreed by 20 percent) and 3 percent are undecided.

Table 13: Statistical Results of the Sample IT Employees on Factors in Job Satisfaction

Statistics									
		Feel the working environment	Job security	Smooth relations hip	Opinion about your job	satisfied with the appreciation	Bonus and incentives	Satisfied with the overall compensation	Welfare scheme
N	Valid	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0
Mean		2.98	3.35	3.92	3.62	3.49	2.63	3.13	3.23

Std. Error of Mean	.129	.136	.112	.116	.088	.131	.136	.148
Median	3.00	4.00	4.00	4.00	3.50	2.00	3.50	4.00
Mode	2	4	5	4	3	2	4	4
Std. Deviation	1.295	1.359	1.116	1.162	.882	1.308	1.361	1.476
Variance	1.676	1.846	1.246	1.349	.778	1.710	1.852	2.179
Skewness	.209	-.293	-.907	-.791	-.690	.442	-.338	-.311
Std. Error of Skewness	.241	.241	.241	.241	.241	.241	.241	.241
Kurtosis	-1.072	-1.270	.447	.111	1.421	-1.096	-1.160	-1.326
Std. Error of Kurtosis	.478	.478	.478	.478	.478	.478	.478	.478
Sum	298	335	392	362	349	263	313	323

Source: Computed from primary data

Table 12 presents the statistical results on job satisfaction of the sample IT employees. The mean value for working environment in the company (2.98) followed by job security (3.35), smooth relationship with employers and co-workers (3.92), opinion about your job (3.62), satisfied with the appreciation (3.49), satisfied with the bonus and incentives given by the company (2.63), satisfied with the overall compensation package given by your company (3.13), and welfare scheme of your company (3.23). The values of skewness indicate that the variables of job satisfaction are approximately symmetric.

Table 13: continued

Statistics											
		Discrimination in the company	Really enjoy or relax	Continuous feedback	Optimistic about the future of the company	Future success with the company	Proud to work	Committed to a career	Company cares about its people	Working for the company	People get ahead primarily

N	Valid	100	100	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0	0	0
Mean		3.88	3.74	2.44	2.89	2.84	2.98	3.29	2.99	3.16	3.23
Std. Error of Mean		.126	.131	.126	.135	.128	.129	.120	.119	.120	.132
Median		4.00	4.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Mode		5	5	1	3	3	3	3	3	3	3
Std. Deviation		1.258	1.307	1.258	1.348	1.277	1.287	1.200	1.193	1.204	1.325
Variance		1.581	1.709	1.582	1.816	1.631	1.656	1.440	1.424	1.449	1.755
Skewness		-.826	-.748	.480	.078	.009	.009	-.581	-.162	-.137	-.328
Std. Error of Skewness		.241	.241	.241	.241	.241	.241	.241	.241	.241	.241
Kurtosis		-.433	-.456	-.748	-1.153	-1.074	-.997	-.240	-.766	-.850	-.919
Std. Error of Kurtosis		.478	.478	.478	.478	.478	.478	.478	.478	.478	.478
Sum		388	374	244	289	284	298	329	299	316	323

Source: Computed from primary data

The continuation of Table 13 shows that the mean values of job satisfaction variables like any forms of discrimination in the company (3.88), really enjoy or relax in your tea time and lunch break (2.98), optimistic about the future of the company (2.84), proud to work for the company (2.98), I feel that the company cares about its people (3.29), I feel that working for the company will lead to the kind of future I want (2.99) and I feel that people go ahead primarily on the merits of their work (3.16).

Table 13: Continued

Statistics

		Men and women	Understanding of the direction	Strategy differentiates	Goals are linked to company	Leader in the industry in important ways	Strong competitor in key growth areas	Clear vision of the future	Leadership has made changes	Company leadership	External issues	Internal issues
N	Valid	100	100	100	100	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0	0	0	0	0
Mean		3.17	3.21	3.54	3.48	3.28	3.12	3.44	3.04	2.99	2.83	3.15
Std. Error of Mean		.118	.130	.122	.128	.128	.144	.109	.136	.119	.137	.138
Median		3.00	3.00	4.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Mode		4	4	4	4	3	4	3	4	3	2	3 ^a
Std. Deviation		1.181	1.297	1.218	1.275	1.280	1.444	1.085	1.363	1.193	1.371	1.381
Variance		1.395	1.683	1.483	1.626	1.638	2.086	1.178	1.857	1.424	1.880	1.907
Skewness		-.487	-.117	-.454	-.551	-.100	-.234	-.230	-.074	.202	.266	-.299
Std. Error of Skewness		.241	.241	.241	.241	.241	.241	.241	.241	.241	.241	.241
Kurtosis		-.568	-1.169	-.934	-.653	-.949	-1.330	-.411	-1.397	-.753	-1.16	-1.08
Std. Error of Kurtosis		.478	.478	.478	.478	.478	.478	.478	.478	.478	.478	.478
Sum		317	321	354	348	328	312	344	304	299	283	315

Source: Computed from primary data

The continuation of Table 13 portrays that the mean values of job satisfaction variables like men and women are provided with equal career opportunities in the company (3.17) followed by I am satisfied with my understanding of the direction and goals of the company (3.21), I understand of how the company's strategy differentiates us from the competition (3.54), I am satisfied with my understanding of how my goals are linked to company goals (3.48), the company is a strong competitor in key growth areas (3.12), company leadership has made changes that are positive for the company (3.44), company leadership has made changes which are positive for me (3.04), company leadership is responding to the important external issues (2.83), and company leadership is responding to the important internal issues (3.15).

Table 14: Statistical Results of Job Satisfaction

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig
Between People		780.808	99	7.887		
Within People	Between Items	75642.616	23	3288.809	678.788	.000
	Residual	11032.342	2277	4.845		
	Total	86674.958	2300	37.685		
Total		87455.766	2399	36.455		
Grand Mean = 3.60						

Source: Computed from primary data

ANOVA has been attempted on the all the variables of job satisfaction explained in the previous table and compared with age, sex details and salary of the sample IT employees and the results are given in Table 14. The high F value of 678.788 is statistically significant and the inference is that there is significant relationship between the job satisfaction variables based on opinion and the other factors like age, sex details and salary of the sample employees.

VI. CONCLUSION

The Information technology industry has placed our country in the high position in the global map. This industry has occupied the top place in terms of growth promoter, employment provider, considerable foreign exchange earner, FDI inflow etc., to our country. Our country has been the leader as sourcing destination to the tune

of 55 per cent market share of the US\$ 200-250 billion in the global services sourcing business during 2019-20. According to a report of the IBEF (2020) the Indian “IT & BPM industry’s revenue was estimated at around US\$ 191 billion in FY20, growing at 7.7 per cent y-o-y. It is estimated to reach US\$ 350 billion by 2025. Moreover, revenue from the digital segment is expected to form 38 per cent 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”. In this industry, the job satisfaction is an individual’s feeling which is influenced by multitude of factors as discussed in this article. The employees of IT industry of our country require a careful and sympathetic approach from the Government as the work span of them is limited when compared employees’ in other industries.

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