

**“STUDY ON EMPLOYEE JOB SATISFACTION IN I.T.
INDUSTRY, PUNE” FOR THE PERIOD 2008 -2012**

**A THESIS SUBMITTED TO
TILAK MAHARASHTRA VIDYAPEETH, PUNE
FOR THE DEGREE OF VIDYAVACHASPATI (Ph.D.)**

**DOCTOR OF PHILOSOPHY
IN
MANAGEMENT**

UNDER THE FACULTY OF MANAGEMENT

**RESEARCHER
SUJATA BOLAKE**

**UNDER THE GUIDANCE OF
DR. V. S. MANGNALE**

June, 2013

Declaration

I hereby declare that the thesis entitle “ ***Study on Employee Job Satisfaction in IT Industry, Pune.***” completed and written by me has not previously formed the basis for the award of any degree or other similar title upon me of this or any other Vidyapeeth or examining body.

Place: Pune

Mrs. Sujata U. Bolake

Date:

Research Student

CERTIFICATE

It is certified that the thesis titled “*STUDY ON EMPLOYEE JOB STAISFACTION IN IT INDUSTRY, PUNE*”

Submitted for the award of the degree of **DOCTOR OF PHILOSOPHY** in Faculty of Management, Tilak Maharashtra Vidyapeeth Pune is a genuine & bonafied research carried out by the candidate **Sujata Umesh Bolake**, under my guidance & supervision, at Tilak Maharashtra Vidyapeeth Pune.

To the best of my knowledge, no part of this thesis has been submitted for any degree or has been published. All the references & helps taken from various surveys in preparing the thesis have been duly acknowledged by the candidate.

The thesis has been duly completed & is upto the standard, both in respect of its content & presentation, & is of desired level for being referred to the examiners.

Dr. V.S. Mangnale

Acknowledgements

I take this opportunity to express my most sincere gratitude to my research guide Dr. V.S. Mangnale for his invaluable and indefatigable guidance of this research work. I am deeply indebted to him for his explicit and immaculate supervision throughout this study. I have no words to express my gratitude to him for his constant inspiration, encouragement and blessings. The affection and warmth received from his family is also gratefully acknowledged.

I thank Tilak Maharashtra Vidyapeeth and Vice Chancellor Ho'ble Dr. Deepak J. Tilak for giving me an opportunity to do research and providing necessary resources and environment.

I owe my thanks to Dr.Rajan Dhamdare of Tilak Maharashtra for his most valuable guidance and constructive suggestions during the study.

I take this opportunity to express my special thanks to Dr. Ashok Tiwari, Dean, NBN Sinhgad School of Management Studies, Pune for extending all possible help for completion of my work.

I express my heartfelt gratitude to Dr. S. G. Bapat and Dr.Roshan Kazi for their sincere and diligent help in shaping this research work.

My thanks are also due to my husband Umesh and my little one Kanak for their constant support, and all my family members for providing me all the possible help from time to time.

I am grateful to all professional peers, friends and all others who have contributed directly or indirectly in completion of this study.

Special thanks to my well – wishers, who stood by me all times.

Place: Pune

(Sujata Bolake)

Date:

Abstract

Globalization has sharpened competition. The main challenge faced by the organization is how to take advantage of new research, market & technology while dealing with intense & growing global competition. For survival and sailing through today, one has to be ahead of the competitive benchmark obtaining in the world. The wind of economic slowdown has created a rather complex business environment and has posed a stimulating challenges as well as cut-throat competition.

The acute managerial issues in this emerging set-up are free, flow of knowledge and information, organisational and high-tech development, transparent, openness and boundary less organisation that eventually culminates into tailor-made human resource development for achieving the desired objective and productivity.

In recent years, Human resource has become more significant and entitled as human capital. Organizations are constantly working for engaging, retaining, and attracting this talent.

It is now realised that the performance of employees influence the organisation's continued existence and success in this global market.

The success of any organisation depends not only on the resources at its disposal, but how they are utilised. As human resources has to be managed and controlled effectively so that they can give optimum best results;

It is accepted that employees need to consider first priority as they are the back bone of any organization. And motivation, engaging employees is the part of Job satisfaction.

Employee job satisfaction is one of the most important aspects and can only be learned by position for work, good working condition, healthy communication, employee centric HR practices. Employee job satisfaction seeks to increase an employee's performance in order to get more productivity through goal setting.

With above aim in view, the researcher has made an attempt in this work to gather and critically examine the valuable inputs from various representative IT companies and carry out a deductive/inductive analysis of the qualitative and quantitative data for arriving at desired results. Researcher has done comprehensive study of factors influencing job satisfaction in the selected IT companies. Therefore, chapters on Introduction to the research, Literature

Review, Company Profile and Study Design and Research Methodology have been included. Further chapters five deals with Questionnaire analysis and qualitative analysis (interviews) respectively.

In the chapter six and seven which elucidate the actual find and recommendation of the study. These learning issues and validation eventually culminate into the development of a model.

The present study has touched upon the various HR issues on a framework suitably designed under this study. It has been specially observed that IT companies are generally strong in innovation, training and development, disaster management, technological infrastructure development, rewarding the employee performance. But there are certain constraints in existing policies of some IT companies which directly or indirectly affects job satisfaction. Finally the study has culminated into an innovation based model which will transform average IT companies to excel in their employee performance.

TABLE OF CONTENTS

	Page
Certificate of Guide	i
Declaration by the Candidate	ii
Acknowledgements	iii
Abstract	iv- v
Table of Contents	vi-viii
List of Tables	ix-xii
List of Figures	xiii-xiv
Abbreviations	xv
CHAPTER 1: INTRODUCTION	1-17
1.1 Introduction	
1.2 Origin & development of the concept of job satisfaction	
1.3 Motivation for the study	
1.4 Theories on job satisfaction	
1.5 Definition of terms	
1.6 Overview of Indian IT-BPO Industry	
1.7 Conceptual framework for the study	
1.8 Summing up	

CHAPTER 2: REVIEW OF LITERATURE	18-39
2.1 Introduction	
2.2 Thesis references	
2.3 Reference books	
2.4 Research papers	
2.5 Summing up	
CHAPTER 3: COMPANY PROFILE	40-52
CHAPTER 4: RESEARCH METHODOLOGY	53-67
4.1 Introduction	
4.2 Statement of problem	
4.3 Objectives of study	
4.4 Scope and limitations of the study	
4.5 Significance of the study	
4.6 Research design implemented by the researcher	
4.7 Sampling process following for research	
4.8 Hypothesis	
4.9 Sampling design	
4.10 Summing up	
CHAPTER 5: DATA ANALYSIS	68-161
5.1 Descriptive statistics	
5.2 Hypothesis Testing – Non Parametric	
5.2.1 Descriptive statistics	
5.2.2 Chi- Square Test of Contingency	
5.3 Hypothesis Testing – Parametric Multiple Regression Analysis (ANOVAA)	

5.4 Spearman Rank Correlation

5.5 Independent Sample T Test- Levene's Test

5.6 Factors influencing job satisfaction of employees

5.7 Reliability Test for Summited scales

CHAPTER 6: FINDINGS AND CONCLUSIONS

162-168

6.1 Introduction

6.2 Summary of research findings

6.3 Fulfillment of objectives

CHAPTER 7: RECOMMENDATION AND SUGGESTIONS

169-175

7.1 Introduction

7.2 Major recommendations and implications

7.3 A 4 Wheel Approach

7.4 Limitations of the study

7.5 Recommendations for future research

7.6 Concluding remarks

BIBLIOGRAPHY

APPENDIX

LIST OF TABLES

Table No	Name of the Table	Page No
5.1.1	Table showing age of the respondents	70
5.1.2	Table showing gender of the respondents	71
5.1.3	Table showing income of the respondents	72
5.1.4	Table showing marital status of the respondents	73
5.1.5	Table showing years of experience in present company	74
5.1.6	Table showing total years of experience	75
5.1.7	Table showing time spend at work doing creative job	76
5.1.8	Table showing time spend at work doing routine work	77
5.1.9	Table showing what is that management expects from the employees	78
5.1.10	Table showing employee engagement followed in the organization	79
5.1.11	Table showing management to seek the concerns of the employees	80
5.1.12	Table showing feeling of kinship in the organization	81
5.1.13	Table showing management deliver on its promises	82
5.1.14	Table showing opinion of the respondents on referring the organization to friend as a great place to work	83
5.1.15	Table showing convenience of working hours	84
5.1.16	Table showing adequate facilities are provided for performing job	85
5.1.17	Table showing respondents opinion on flexibility in schedule	86
5.1.18	Table showing friendly place to work	88
5.1.19	Table showing there is cordial relationship with manager	89

5.1.20	Table showing employees ideas been considered for decision making	91
5.1.21	Table showing people here have concern for one another	92
5.1.22	Table showing management keeps inform employee about the important issues and changes	93
5.1.23	Table showing smooth flow of communication and information within the organization	94
5.1.24	Table showing two way communication between the Hierarchies	95
5.1.25	Table showing there is strong spirit of team work and cooperation among employees for achieving organization goals	96
5.1.26	Table showing managements approachability	97
5.1.27	Table showing encouragement and motivation is provided by the manager for increasing efficiency	98
5.1.28	Table showing the rewards and recognition provided in my organization are satisfactory	99
5.1.29	Table showing Fringe benefits (like security, welfare facilities, safety and health, etc.) are provided in the organization	100
5.1.30	Table showing appreciation is shown for good work and extra effort	101
5.1.31	Table showing compensation is aligned with skill sets and experience	102
5.1.32	Table showing fair amount of bonus and incentives are provided	103
5.1.33	Table showing promotion cycle is well structured and followed	104
5.1.34	Table showing promotions go to those who best deserve them	105
5.1.35	Table showing enough opportunities are given to utilize skills and talent	106
5.1.36	Table showing support for additional training and education to	107

	improve job performance	
5.1.37	Table showing management does a good job of assigning and coordinating people	108
5.1.38	Table showing this job makes me feel proud	109
5.1.39	Table showing I am doing job which I was always interested in	110
5.1.40	Table showing this job helps me in keeping balance between personal and professional life	111
5.1.41	Table showing level of job security is high	112
5.1.42	Table showing HR practices like training, retention, recruitment, succession, control and evaluation in the organization are satisfactory	113
5.1.43	Table showing the recruitment process of the organization is satisfactory	114
5.1.44	Table showing the induction given for a new member in the organizations good	115
5.1.45	Table showing enough training hours for each level of employees in the organization is given	116
5.1.46	Table showing career planning is done for all employees in the organization.	117
5.1.47	Table showing there is transparency regarding various HR policies in the organization	118
5.1.48	Table showing people here celebrate special events	119
5.2.1	Case Processing Summary for employee engagement and feeling of Kinship in the organization	120
5.2.2	Table showing number of respondents responding on employee engagement followed in the organization which results in feeling of kinship in the organization	121

5.3.1	Table showing Multiple Regression Analysis Model Summary table	122
5.3.2	Table showing Regression Coefficients Test results	125
5.3.3	Table showing Regression Coefficients Test results	126
5.4.1	Correlations between expectation and perception employee has towards Job Factors	130
5.5.1	Descriptive Statistics for male and female for job factor	131
5.5.2	Independent Samples T Test Results	132
5.6.1	Table showing working environment and nature of work	133
5.6.2	Table showing relationship with manager and colleagues	135
5.6.3	Table showing flow of communication in the organization	137
5.6.4	Table showing motivation in the organization	138
5.6.5	Table showing pay and promotion factor in the organization	140
5.6.6	Table showing skills and ability factor	141
5.6.7	Table showing job factor	143
5.6.8	Table showing HR Practices in the organization	145

LIST OF FIGURES

Figure No	Name of the Figure	Page No
5.1.1	Figure showing age of the respondents	70
5.1.2	Figure showing gender of the respondents	71
5.1.3	Figure showing income of the respondents	72
5.1.4	Figure showing marital status of the respondents	73
5.1.5	Figure showing years of experience in present company	74
5.1.6	Figure showing total years of experience	75
5.1.7	Figure showing time spend at work doing creative job	76
5.1.8	Figure showing time spend at work doing routine work	77
5.1.10	Figure showing employee engagement followed in the organization	79
5.1.11	Figure showing management to seek the concerns of the employees	80
5.1.12	Figure showing feeling of kinship in the organization	81
5.1.13	Figure showing management deliver on its promises	82
5.1.14	Figure showing opinion of the respondents on referring the organization to friend as a great place to work	83
5.1.15	Figure showing convince of working hours	84
5.1.16	Figure showing adequate facilities are provided for performing job	86
5.1.17	Figure showing respondents opinion on flexibility in schedule	87
5.1.18	Figure showing friendly place to work	88
5.1.19	Figure showing there is cordial relationship with manager	90

5.1.20	Figure showing employees ideas been considered for decision making	91
5.1.21	Figure showing people here have concern for one another	92
5.1.22	Figure showing management keeps inform employee about the important issues and changes	93
5.1.23	Figure showing smooth flow of communication and information within the organization	94
5.1.24	Figure showing two way communication between the Hierarchies	95
5.1.25	Figure showing there is strong spirit of team work and cooperation among employees for achieving organization goals	96
5.1.26	Figure showing managements approachability	97
5.1.27	Figure showing encouragement and motivation is provided by the manager for increasing efficiency	98
5.1.28	Figure showing the rewards and recognition provided in my organization are satisfactory	99
5.1.29	Figure showing Fringe benefits (like security, welfare facilities, safety and health, etc.) are provided in the organization	100
5.1.30	Figure showing appreciation is shown for good work and extra effort	101
5.1.31	Figure showing compensation is aligned with skill sets and experience	102
5.1.32	Figure showing fair amount of bonus and incentives are provided	103
5.1.33	Figure showing promotion cycle is well structured and followed	104
5.1.34	Figure showing promotions go to those who best deserve them	105

5.1.35	Figure showing enough opportunities are given to utilize skills and talent	106
5.1.36	Figure showing support for additional training and education to improve job performance	107
5.1.37	Figure showing management does a good job of assigning and coordinating people	108
5.1.38	Figure showing this job makes me feel proud	109
5.1.39	Figure showing I am doing job which I was always interested in	110
5.1.40	Figure showing this job helps me in keeping balance between personal and professional life	111
5.1.41	Figure showing level of job security is high	112
5.1.42	Figure showing HR practices like training, retention, recruitment, succession, control and evaluation in the organization are satisfactory	113
5.1.43	Figure showing the recruitment process of the organization is satisfactory	114
5.1.44	Figure showing the induction given for a new member in the organizations good	115
5.1.45	Figure showing enough training hours for each level of employees in the organization is given	116
5.1.46	Figure showing career planning is done for all employees in the organization.	117
5.1.47	Figure showing there is transparency regarding various HR policies in the organization	118
5.1.48	Figure showing people here celebrate special events	119
5.3.4	Partial Regression Plot for dependent variable Job factor and	127

	communication	
5.3.5	Partial Regression Plot for dependent variable Job factor and HR Practices	128
5.6.1	Figure showing working Environment and Nature of Work	134
5.6.2	Figure showing relationship with manager and colleagues	136
5.6.3	Figure showing flow of communication in the organization	138
5.6.4	Figure showing motivation in the organization	139
5.6.5	Figure showing pay and promotion factor in the organization	141
5.6.6	Figure showing skills and ability factor	142
5.6.7	Figure showing job factor	144
5.6.8	Figure showing HR Practices in the organization	146
5.7.1	25 Factors which influence job satisfaction	153
7.3	A 4 Wheel Approach	169

ABBREVIATION

CEO	=	Chief Executive Officer
GDP	=	Gross Domestic Product
H₀	=	Null Hypothesis
H₁	=	Alternative Hypothesis
HRD	=	Human Resource Department
HRM	=	Human Resource Management
IQ	=	Intelligent quotient
IT	=	Information Technology
MCCIA	=	Mahratta Chamber Of Commerce Industries & Agriculture
MNC	=	Multinational Company
NASSCOM	=	The National Association of Software and Services Companies
NHRD	=	National HRD Network
QWL	=	Quality work Life
R & D	=	Research and development
ROI	=	Return on Investment
SHRM	=	Society for Human Resource Management
SLA	=	Service Level Agreement
SPSS	=	Statistical Package for Social Sciences

CHAPTER I

Introduction to the Research topic

- 1.1 Introduction**
- 1.2 Origin & development of the concept of job satisfaction**
- 1.3 Motivation for the Study**
- 1.4 Theories on Job satisfaction**
- 1.5 Definition of Terms**
- 1.6 Overview of Indian IT-BPO Industry**
- 1.7 Summing Up**

1.1 Introduction

The present research thesis is an attempt made by the research student to study the Employee Job Satisfaction in IT sector in Pune. Employee Job Satisfaction is a part of Human Resource Management (HRM). This chapter would mention the background, nature and scope of the research, and the chapters followed would unfold the research related references, literature reviews, analysis and interpretation of data collected, researcher's observation, recommendation suggestions and conclusions.

HRM, in simple words, is basically an art to manage the people at the work place. As the entities working for any organisation as employees have individual differences in terms of preferences, tastes and background, therefore their perspective differs towards a satisfied job. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by many factors, e.g., the quality of work life balance relationship with the immediate manager, the quality of the physical environment in which they work, degree of fulfillment in their work. Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike

(dissatisfaction) their jobs. It also describes how comfortable an individual is with his / her job.

Job satisfaction is not the same as employee motivation and their aptitude, although it is clearly linked. Job design also aims to enhance job satisfaction and performance; methods include job enlargement, job rotation, job re-engineering and job enrichment. However factor other than job factors which have major influence on satisfaction include the management style and culture, work position, empowerment, employee involvement. Job satisfaction is a plays a significant role and is a key feature and therefore it is frequently measured by the organizations. Many organization use rating scales to measure the level of Job satisfaction. The responses relate to rate of work, pay, and series of tasks, responsibilities, promotional opportunities, and co-workers. Job satisfaction is a person's emotional answer to his current job condition, while motivation is the strength to chase and satisfy one's needs.

Human Capital is the backbone of any organization, which set the organization different from the other organisation in any industry – services, manufacturing, private or public. All other resources in the organization are used and utilized by the Human Resources. The enthusiasm of employees and their productivity can result in grand success of the organisation; it can be managed directly by Human Resource Management (HRM) department of the organization.

Productivity is defined as the efficient and effective use of the available resources to achieve maximum outcome. We live in a world that has limited resources. Similarly, the IT sector faces the limitation of skilled resources, retention of employees. So it is important to study employee job satisfaction to retain the skilled and productive resource of the organization, which has always been an important issue for Human Resource Management.

1.2 Origin & development of the concept of job satisfaction

The concept and assessment of job satisfaction began in 1911 with the exploration research of F. W. Taylor, he stated that rewards like the incentive payments, Salary , promotion for progress could lead to increased job satisfaction (as cited by Aslan, 2001).

Various researchers have defined the Job satisfaction in a different way. The term was brought to limelight by Hoppock (1935) who reviewed 32 studies on job satisfaction conducted prior to 1933. Such a description indicates the variety of variables that influence job satisfaction but tells nothing about its nature. Locke (1969, 1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

In simple terms, job satisfaction explains what makes people come to work. The nature of job satisfaction in the industrial world is attributed not only to one but many factors and varies in its impact on individual's satisfaction with life because importance of work varies from individual to individual. People who take their job as prime interest may experience high level of job satisfaction, their job satisfaction will be further enhanced if they are involved in work which is utilizing and expanding their skills. Job satisfaction is an indicator of employee's motivation to come to work and it changes with age and employment cycle. Apart from individual importance assigned to job there are certain organizational characteristics which influence job satisfaction, and one of the major factor is the intrinsic nature of the job itself. An individual who genuinely likes the content of the job will be more satisfied with the job. Employees prefer jobs which will give them high monetary and professional growth with security.

Brief and Weiss (2002) suggested that employee reports of affect at work can be used to measure job satisfaction and that affective experiences while on the job are also a cause of job satisfaction. Job satisfaction comprises employee feelings regarding multiple aspects of the job. 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 organization 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 assigned, reporting managers 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.

In 21st century the context of job satisfaction has changed but still it holds its importance when it comes to the Human Resource Management.

1.3 Motivation for the Study

The study is important because today's environment has placed increasing pressure on organizations to accomplish more with less. Companies are facing the challenges to match employees' objective with organizational objectives and the day today challenge is to ensure that employees are willing to come to work place every morning with the objective of delivering their best, to meet these challenges it is very important for the organization to match with the expectations of the employees to ensure they are satisfied with their jobs.

Researchers have studied and designed theories of job satisfaction out of which widely known and accepted is Herzberg's two-factor theory which talks about the impact of job satisfaction on organizational performance. In this global competitive world, organization desires to constantly rival practices that will attract and maintain the productive employees. Employees who are not happy may be work due to unemployment, but this is not in the benefits of the long-term accomplishment of the any industry. Though job satisfaction is not very easy to measure as it rely on a many factors, organization may reduce levels of dissatisfaction and also help to reduce the conflicts through mutual aims like, training, succession planning, appropriate rewards and improvements in the work life balance. According to Meyer (1999), most employees in IT Companies experience a lack of job satisfaction resulting in a low level of employee commitment that, in turn, impacts on performance and the achievement of organisational goals. The symptoms of these problems result in low productivity, high absenteeism, industrial action and high labour turnover.

Similarly, Barrows and Watson posit that low pay, limited flexibility and limited opportunities for promotion are characteristics which prevent the most qualified employees climbing the corporate ladder.

Organizations understand that employee job satisfaction and engagement are important to their business sustainability. In today's uncertain economy, the best-performing employers know that taking their employees' and linking it to their business goals will help companies succeed and will have a competitive advantage. Although many factors contribute to employees' job satisfaction, only three have remained among the top five aspects most important to employee job satisfaction since 2002. In a weak/recovering economy, none of the aspects employees selected as the top five contributors to their job satisfaction was a surprise. Other aspects that rounded off employees' top five very important factors contributing to job satisfaction were:

1. Organization's financial stability and relationship with immediate supervisor (55%)
2. Compensation/pay (54%).
3. Benefits (53%),

4. Communication between employees and senior management(53%)
5. The work itself (53%).¹

Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behaviour and the practice of human resources management. Attitude has shown a correlation with reference to job satisfaction. .

Organizations have significant effects on the people who work for them and some of those effects are reflected in how people feel about their work (Spector, 1997). As job satisfaction is significant for both management, employees and the organization as a whole.. Extensive research has shown that organization are benefited from satisfied.²

Motivational factors play an important role in increasing employee job satisfaction. Employee will perform well if they are satisfied. Basically the relationship between motivation, organizational performance and employee's job satisfaction can be observed as: Motivation can be explained as what employee endeavours to achieve. Somebody may get inspired by reaching at high position and success ladder, more authority will motivate someone.

Various researchers have contributed their research findings from organizational set ups, in order to increase employee job satisfaction and have given various suggestions to boost up the satisfaction. Feinstein (2000) says in order to increase individual's satisfaction level employees should be given advancement opportunities. Elton Mayo found that collaboration within the group is the prime satisfier.

When organization fails to give work life balance, growth opportunities, healthy working environment, appreciation and motivation, this leads to dissatisfaction among employees.

Job satisfaction is inversely related to burnout, intentions to leave the organization (Penn et al. 1988). Job satisfaction is increased when income is greater than predicted income in education sector (Bender, Heywood, 2006).³

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Litchtenstein and Hellmann, 1997).

¹A Research Report by the Society for Human Resource Management , 2011 Employee Job Satisfaction and Engagement.2011, p.4

²Measuring job satisfaction in surveys - Comparative analytical report, European Foundation for the Improvement of Living and Working Conditions, 2007. p. 2

³Effects of Motivational Factors on Employees Job Satisfaction a Case Study of University of the Punjab, Pakistan, International Journal of Business and Management, Vol – 5, No -3, March, 2010, p.3

This later is common in countries grappling with dwindling economy and its concomitant such as poor conditions of service and late payment of salaries (Nwagwu, 1997). In such countries, people tend to migrate to better and consistently paying jobs (Fafunwa, 1971). Explaining its nature some researcher (e.g. Armentor, Forsyth, 1995).

Kadushin, and Kulys, 1995) tend to agree that job satisfaction is essentially controlled by factors described in Adeyemo's (2000) perspectives as external to the worker.

When we talk about contribution of IT sector in Indian growth story we can clearly see from the past records the sector has grown multifold. It can be established by considering the last year performance; Year 2012 was a Milestone year for Indian IT-BPO industry-aggregate revenues cross the USD 100 billion mark, exports at USD 69 billion. The industry continues to be a net employment generator - projected to supplement 230,000 jobs in FY2012.

Considering the view point of the above research scholars about the job satisfaction and its impact on the performance of the organization and the growth of the IT sector which is very demanding from employees, it has established the importance of studying job satisfaction in IT sector in Pune.

1.4 Theories on Job satisfaction

Job satisfaction is how content an individual is with his or her job. Researcher and human resource professionals usually make a distinction between affective job satisfactions⁴Job satisfaction is about individual's emotional state of mind about his work.

Factor like relationship with its superiors and reporting manager, working environment, learning and skills development which happen because of job are some factor which influences job satisfaction.

Although, there is no strong acceptance among practitioners, researchers, scholars and consultants that higher job satisfaction produces improve job performance.

The Following Theories presented by the researcher are proved by the well-known Management Gurus. These following theories results in proving an almost relationship of Employee Job Satisfaction and the dissatisfaction.⁵

1.4.1 Herzberg's Two – Factor Theory

Herzberg and his associates discovered, through their extensive research, that the factors that contributed to job satisfaction and job dissatisfaction were different. In particular, dissatisfaction was associated with conditions surrounding the jobs (e.g., working conditions, pay, security, quality of supervision, interpersonal relations) rather than the work itself. Because these factors prevent negative reactions, the researchers referred to them as hygiene (or maintenance) factors. By contrast, satisfaction is associated with factors associated with work itself or to outcomes directly derived from it such as the nature of job, achievements, advancement, and recognition.

The two – factor theory has been carped because of the distinction it seeks to maintain between the hygiene factors and motivators. In practice, it is believed, both the categories of elements exert influence both on satisfaction as well as dissatisfaction. Working conditions, for example, can be a maintenance factor for some employees but motivators for others. However, the theory is useful for describing the conditions that people find satisfaction and dissatisfaction on the job.

⁴Thompson, E.R.; Phua F.T.T. (2012). "A Brief Index of Affective Job Satisfaction". *Group & Organization Management* 37 (3): 275–307

⁵Cranny, Smith & Stone, 1992 cited in Weiss, H. M. (2002). *Deconstructing job satisfaction: separating evaluations, beliefs and affective experiences*. *Human Resource Management Review*, 12, 173-194, p. 174

1.4.2 Locke's Value Theory

This theory posits that job satisfaction is the relationship between job outcomes realized as compared to those desired. In other words, satisfaction is high when an employee receives outcomes which he or she values high. Satisfaction is less when the outcomes received are valued less by the employee. Locke's approach focuses on any outcomes that people value, regardless of what they are and not necessarily lower order needs. The key to satisfaction, according to the theory, is the discrepancy between those aspects of the job one has and those one wants; the greater the discrepancy, lesser the satisfaction. Locke's theory calls attention to those aspects of the job that need to be attended for job satisfaction to result. Specifically, the theory suggests that these aspects might not be the same for all people, but any valued aspects of the job about which people perceive serious discrepancies. By emphasizing values, Locke's theory suggests that job satisfaction may be derived from many sources.

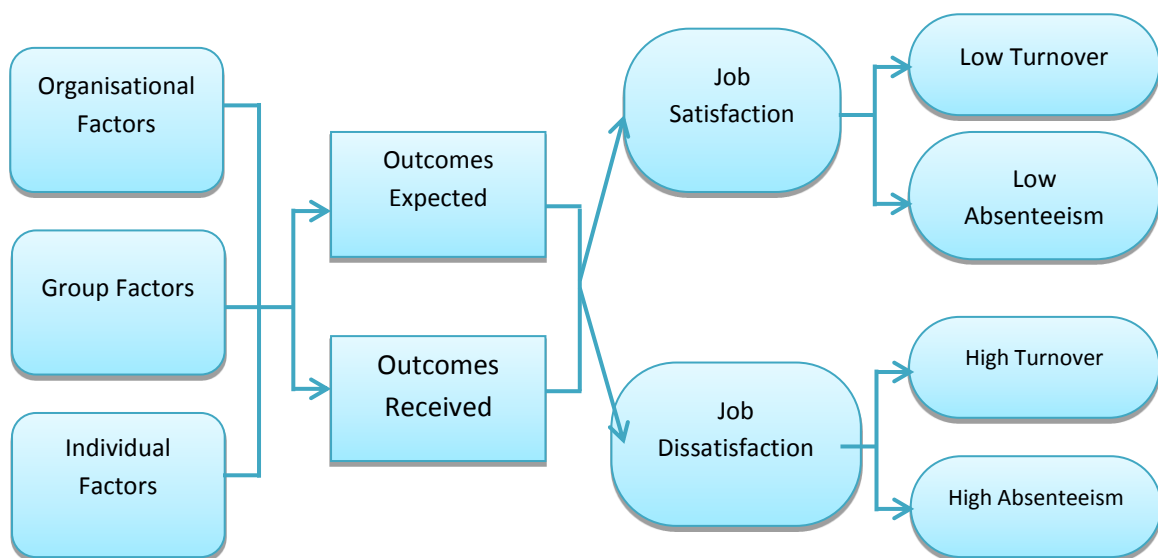


Figure: 01 Job Satisfaction Model

Above figure shows the causes and consequences of job satisfaction. Causes for job satisfaction comprise organisational factors, group elements and individual needs. All these factors contribute to satisfaction or dissatisfaction. Between the causes and consequences of job satisfaction, there are two variables, namely outcomes valued/expected and outcomes received.

The assumption that working conditions and satisfaction are interconnected contradicts. However working conditions constitute a source of job satisfaction, they are a relatively few source. Employees usefully prefer good working condition to work. Only when employees themselves change jobs, when working conditions change dramatically over time. In other words, all employees are neither satisfied nor dissatisfied by favourable or unfavourable work environment⁶

1.5 Definition of Terms

1.5.1 Remuneration (Pay)

Heery and Noon (2001, p. 306) define remuneration as “payment for work, which can assume a number of different forms, including a basic wage or salary, supplementary cash payments, such as shift pay and overtime pay, and benefits in kind.”⁷

1.5.2 Supervisor

According to Evans⁸ (1993, p. 112), a supervisor is defined as “a member of the most junior level of management in the organization.” According to Heeryand Noon (2001, p. 355), a supervisor is defined as “a front-line manager who is responsible for the supervision of employees.” Nel et al. ⁹(2004, p. 453) consider supervisors to be those employees that “control the activities of lower-level employees.”

⁶Locke, 1976 cited in Brief, A. P., & Weiss, H. M. (2001). *Organizational behavior: affect in the workplace. Annual Review of Psychology*, 53, 279-307, p. 282

⁷ Heery, E., & Noon, M. (2001). *A dictionary of human resource management*. New York: Oxford University Press.

⁸ Evans, D. (1993). *Supervisory management (3th ed.)*. London: Cassell Educational Ltd.

⁹ Nel, P.S., Van Dyk, P.S., Haasbroek, H.D., Schultz, H.B., Sono, T., & Werner, A.(2004). *Human resources management (6th ed.)*. Cape Town: Oxford University Press.

1.5.3 Promotion

Heery and Noon (2001, p. 286) define promotion as “the act of moving an employee up the organization hierarchy, usually leading to an increase in responsibility and status and a better remuneration package.” Graham¹⁰ (1986, p. 156) defines promotion as “a move of an employee to a job within the company which has greater importance and, usually higher pay.” According to Schleger¹¹ (1985, p. 50), a promotion is “when one person moves into a position of greater responsibility.”

1.5.4 Work

Work is a task that has to be done.

1.5.5 Co-worker

Co-worker is defined as “fellow worker, a colleague” (Chambers Compact Dictionary, 2005, p. 181).¹²

1.5.6 Motivation

“An attribute that moves us to do or not to do something”¹³

1.5.7 Performance

The success completion of given task which is compared with the standards.

¹⁰ Graham, H.T. (1986). *Human resources management* (5th ed.). London: Pitman Publishing.

¹¹ Schleger, P.R. (1985). *Approaches to training and development* (2nd ed.). Canada: Addison-Wesley Publishing Company, Inc.

¹² Chambers Compact Dictionary. (2005). Edinburgh: Chambers Harrap Publishers, Ltd.

¹³ Guay et.al.,2010 (p.106)Paraphrasing Gredler,Broussard and Garrison (2004)

1.5.8 *Productivity*

The ratio of production which output and input is productivity.

1.5.9 *Employee Retention*

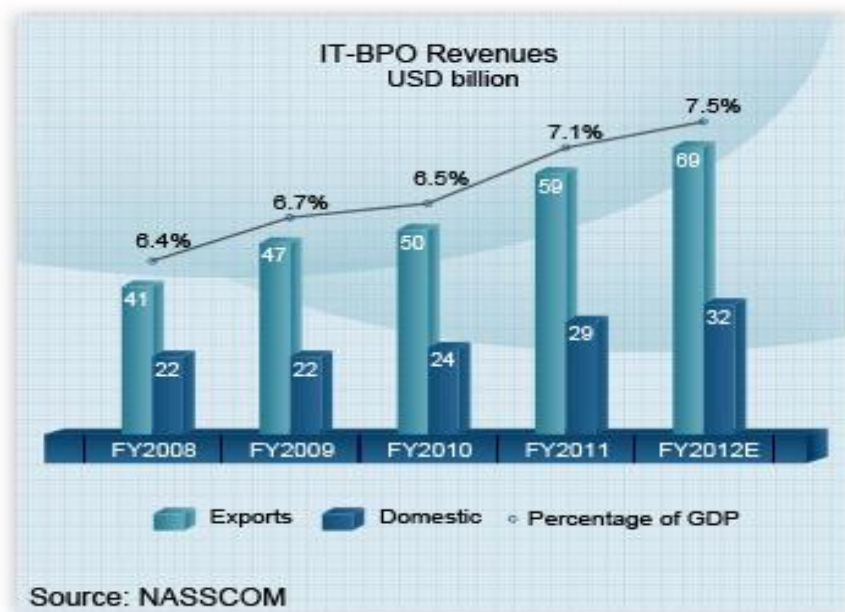
Employee stays back in the organization by some policies and practices revision.

1.6 Overview of Indian IT-BPO Industry

Report by NASSCOM¹⁴

In the year 2012 the Indian IT-BPO industry battered suspicions in the global business environment, in this year IT Industry has reached a very important revolutionary point. The aggregate revenue of IT software and services revenue was estimated at USD 88 billion.

Key Highlights during FY2012



¹⁴ Press Release and Report of NASSCOM announces ranking of Top 20 IT-BPO Employers in India. www.nasscom.in. (Published in May 2012)

1.6.1 Pune – An IT Hub

Nearby 1000+ IT, KPO, BPO companies are present in Pune

Several IT Parks

Presence of all necessary authorities

Only place in India which has developed Super Computers

Government IT Park

- Rajiv Gandhi Infotech Park Hinjewadi phase –I, II & phase - III
- Talawade Techno Park
- Kharadi Knowledge Park

Prominent Private IT Park

- ICC Tech Park
- Welikfield Infocity
- Cerebrum
- Sharada Center
- Pune IT Park
- Magarpatta Cybercity

1.6.2 Challenges faced by IT Sector

- a) Unstable Currency.
- b) Slowdown in US Economy.
- c) Shortage of Employable Talent.
- d) Employee Attrition/Turnover
- e) Wage Inflation.

1.6.3 Overcoming phases

- a) Focusing on Domestic Market.
- b) Looking at increasing revenue per worker and retain them
- c) Reducing dependency on US Economy.
- d) Increasing Exposure to European region

1.7 Conceptual Framework

All things considered, practicing managers, organisations and researchers view point about the employee job satisfaction and its impact on organizational performance and also considering the instrumental role played by the Indian IT industry has associated the significance of studying job satisfaction in IT sector in Pune.

In the next chapter the literature and theories are studied and reviewed related to employee job satisfaction and are presented in relation to the research objectives.

Preparing a conceptual framework can be likened to planning a holiday. The purpose of the pre-planning of the holiday is to:

- Know how to reach the desired destination with minimum expenditure & maximum comfort, and return.
- Know what to do when one is at the destination.

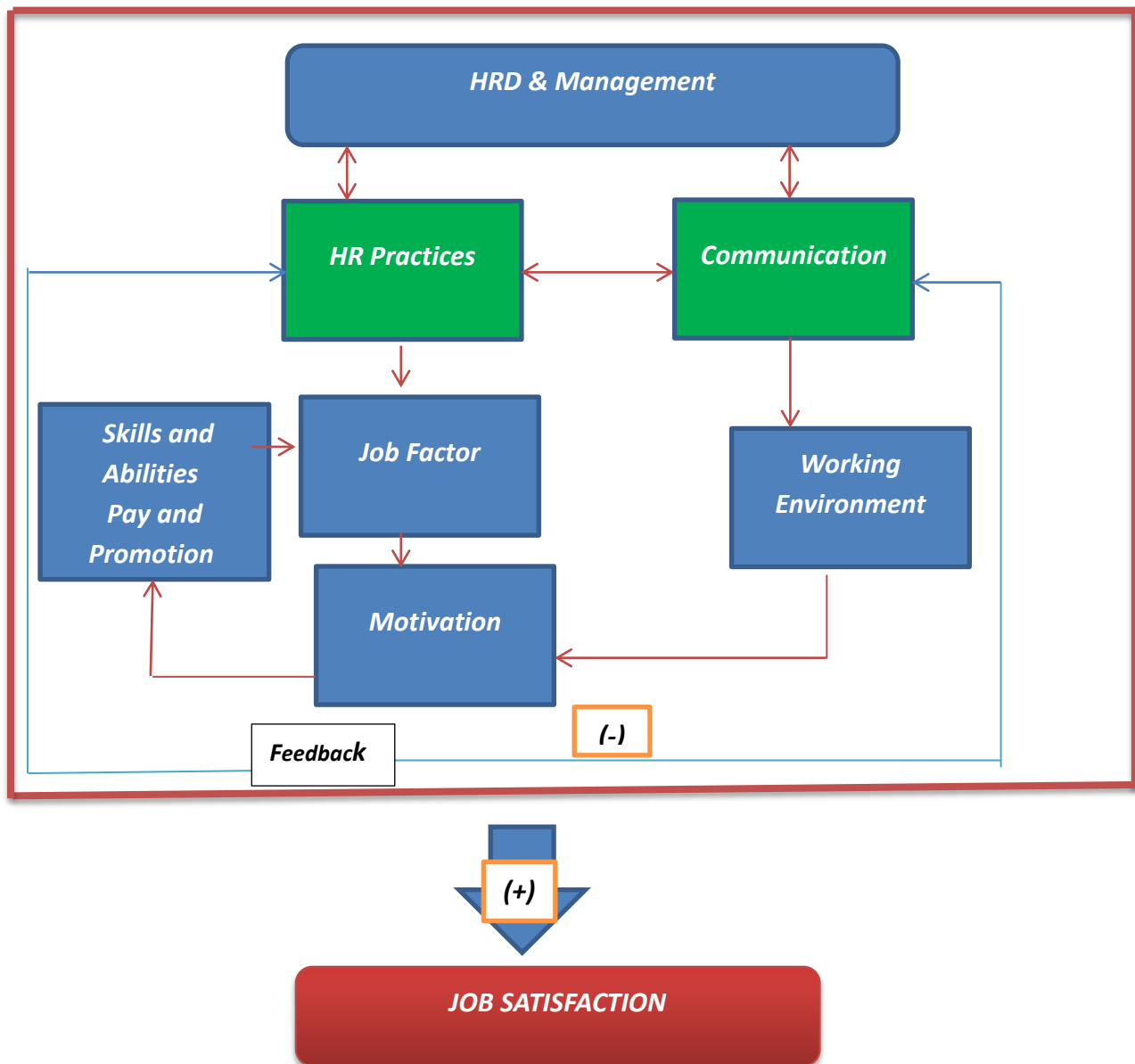


Figure 2 - Conceptual Framework for the Present Study

This conceptual framework is used to outline the possible courses of action; it has also attempted to connect major factors of job satisfaction which influence employee productivity & performance in IT companies, in Pune.

1.8 Summing Up

All things considered, practicing managers, organisations and researchers view point about the employee job satisfaction and its impact on organizational performance and also considering the instrumental role played by the Indian IT industry has associated the significance of studying job satisfaction in IT sector in Pune.

In the next chapter the literature and theories are studied and reviewed related to employee job satisfaction and are presented in relation to the research objectives.

CHAPTER II

Review of Literature

- 2.1- Introduction
- 2.2- Thesis References
- 2.3- Reference Books
- 2.4- Research Papers

2.1- Introduction

A literature review is a critical and in depth evaluation of previous research. It is a summary and synopsis of a particular area of research, allowing anybody reading the research to establish why one has pursued this particular research program. Hence, the following literature review expands upon the reasons behind selecting a particular research title and its related objective, to give justice to the significance of the research.

2.2 – Thesis References

2.2.1

Research Title – Organization as stimulate for Job Satisfaction. A Study of organizational culture contribution to employee job satisfaction in selected business and services unit in and around Pune. Researcher Name – Hema Madhukar Joshi, Guide – Dr. S. G.Palsodkar submitted in April 2009 (BMCC) to University of Pune

Research focused on the relationship between Job Satisfaction & organization culture. The role of top management in creating culture value. Also the degree of involment of employees with the organization.

The effect of job satisfaction level on employee performance in relation to productivity, absenteeism, turnover and employee health and stress level are discussed underlining the important position, job satisfaction occupies in the progress and stability of an organization

Parameter to measure the Job Satisfaction

Understanding the Job, quality of working condition' payment and other benefits, performance of manager while filling position, job demanded from an individual, job security, degree of work pressure, promotion policies, and harmonies relation with peers.

The observation from the research focused on the relation between organization culture and Job Satisfaction is positive. In manufacturing and software organization the researcher has a diverse feeling comparison of bank and education industry while interacting with employees. Responses were not open from software and manufacturing industry; it was due to supervisory style, nature of work, quality of work, no comparison culture.

2.2.2

Research Title – Job Satisfaction among managers & supervisor, Researcher Name – Chitra Khirshna swamy (Sociology) Guide – Dr. Y.B.Damble submitted at University of Pune (1985)

Study was carried out in Madras (Chennai) with different variable Age, marital status, promotional venues, training opportunities, job tenure, organizational identity, individual values.

Major emphasis was laid down to study the expectation of executive of other in the work situation and role of the superior in contributing to employee Job Satisfaction.

9 'C' function was developed in this research – Superior – control , command, Coordinates as a colleague he cooperates, consult, correct as a subordinator he conform, carry, convey.

The researcher found that those who are satisfied with the respective job are those who choose to do so by prioritizing their needs, develop pragmatic outlook and picking up the type of job suiting their personality. The factor responsible for Job Satisfaction are not isolated or a group of factors, but are factors can either leads to satisfaction & dissatisfaction depending on the individual framework of mind & preference.

Job satisfaction for executive tends to find out from the position one hold i.e. To what extend one can wield power over other and the type of job that is prestigious from other point of view.

It was observed by research that job satisfaction needs to be operationalized in more pragmatic term and measured by not taking into account what one need to satisfy what kind of need but quality of life indicator.

Job satisfaction was looked with 3 dimensions, the Job, Individual holding the job, group relation affecting the individual within and outside the organization.

Work harmony is major correlation of job satisfaction, absence of which cannot generate job satisfaction but absence of job satisfaction need not necessary affect work harmony.

When expectations of employer and employee matches they are more satisfied and more productive, and will also stay longer in the organization.

Reasons for leaving Job Promotion strategies, less pay, domestic reasons, job retention, monotony of job, lack of job security, partial treatment, and foreign assignment.

2.2.3

Title – An Analytical study of performance appraisal and promotion policies of selected IT enabled services (ITES) companies with special reference to Pune (2001 - 2008), Researcher Name – Varian Shreya, Guide – Dr. Pathak submitted to Tilak Maharashtra University (2009) The research has touched upon the various aspects of HR, HR issues on a framework suitable designed under this study. This can now be used as a starting point for future detailing of research.

It was observed by the research that ITES companies are generally strong in innovating training and development crisis & management, technology and infrastructure development. Finally the study has culminated into an innovation based model which will transform average ITES to excel its performance.

2.2.4

Title – A critical analysis of stress faced by teaching professional at a management institutes in Pune with special reference to role stressors and job satisfaction. (July 2009 – July 2012), Researcher Name – Anita Kumar Guide – Dr. Sayle Gankar submitted to Tilak Maharashtra University

Due to emergence of management institute in Pune in a recent development due to impact of globalization urbanization and rapid technical changes the researcher focused on following variable from the research.

Individual factors - Gender, personal factors, age, health, family (type, size), paid help. Job related factors - Situational Factor, service duration, Job Satisfaction. In this research the researcher found a correlation between the Individual & Job related factors.

2.2.5

Title: Job satisfaction and Job Performance: Is the Relationship Spurious? (August 2008) it was source from Texas A&M University the researcher Allison Laura Cook, B.A., Purdue University

Author focused on job satisfaction and job performance constructs, then he discussing the possible causal models underlying the relationship between the two job satisfactions and job performance.

The purpose of this study was twofold. First, it was to examine the relationship between job satisfaction and job performance to estimate the decrement in magnitude of the relationship after accounting for individual differences. This was accomplished, and Results showed that the satisfaction-performance relationship is partly spurious. The second purpose of the investigation was to examine a theoretical model containing the variables that were a part of the investigation of spuriousness. Specifically, the goal was to determine if an integrated theoretical model fit with the data. Results showed that the model fit well, and is therefore one currently appropriate representation of the relationships among the variables.

Job satisfaction is not synonymous with organizational morale, which is the possession of feeling of being accepted by and belonging to a group of employees through adherence to common goals and confidence in desirability of these goals. Morale is the byproduct of a group, while job satisfaction is more of an individual stage of mind.

2.3 Reference Books

2.3.1

Title : Job Satisfaction

Source: Lexington books, June 3, 1998

ISBN-10: 066921289X; ISBN-13: 978-0669212891

Author: C. J. Cranny, Patricia Cain Smith, Eugene F. Stone

In this era of frequent corporate restructuring and rapid technological change, successful companies must have employees who are open to innovation and to changing roles, and are able to work together productively. This book shows the previous research that employees most likely to be adaptable, cooperative, and productive are those who are satisfied with their jobs. Therefore, it is essential that leaders of American business understand how to enhance job satisfaction within their organizations. In job satisfaction, top academic researchers in the field share state-of-the-art information on creating job satisfaction, its resulting benefits, and the risks of having too many employees who are dissatisfied with their jobs. As they show, job satisfaction is also an extremely useful predictor for management. An employee's level of job satisfaction is the single most important piece of data a manager or organizational psychologist can have to predict an employee's rate of absenteeism, decision to resign or retire, desire for union representation, or level of psychological withdrawal. Before they can enhance job satisfaction, managers must understand its components. This book provides the research base that an employee's level of satisfaction is based not only on events in the present and past, but also on his perceptions of the future. Foreseeing future opportunities for advancement, for increased pay, for participation in decision-making, or for networking lead to a high level of job satisfaction. In fact, the authors reveal, perceiving future opportunity can actually be more motivating than actually receiving a raise, getting promoted, or being given additional responsibilities. The author focuses on, job satisfaction dispels the notion that job stress necessarily leads to dissatisfaction, and shows how an organization should focus on increasing satisfaction rather than just reducing stress. It is especially important for managers to stimulate job satisfaction by improving their employees' sense of achievement through making tasks and their objectives clear, as well as giving feedback. Hence the author concludes by, academics and managers alike will find job satisfaction a source of new and useful information for understanding and enhancing satisfaction on the job.

2.2.2–

Title : Job satisfaction: application, assessment, cause, and Consequences.

Source: March 26, 1997, ISBN-10: 0761989234 | ISBN-13: 978 0761989233, Edition: 1

Author: Paul E. Spector

The Author explains the details in the theory of job satisfaction; with some related examples. In the book various approaches to job satisfaction are provided in very simple sense. The focus on every aspect related to causes to consequences of Job Satisfaction are provided, which were contributory to the ready reference. Distilling the vast literature on this frequently studied variable in organizational behaviour research, Paul E Spector provides the student and professional with an overview of the application, assessment, causes and consequences of job satisfaction. In addition to discussing the nature of and techniques for assessing job satisfaction, the author summarizes the findings concerning how people feel towards work, including: cultural and gender differences in job satisfaction and personal and organizational causes; and potential consequences of job satisfaction and dissatisfaction.

2.2.3–

Title : Examining Job Satisfaction. Causes, Outcomes, and Comparative Differences

Source: Common Ground Publishers.

Author: Jonathan H. Westover

This book provides immense exposure for the research related topic. It focuses on the comparison on employee's expectation by his/her performance and outcome. This book explains on , in today's shifting global economy and with the emergence of the technology and service-driven knowledge organization, requiring enhanced levels of organizational flexibility and innovation, how do we maximize the human capital potential of workers to enhance their ability to perform and add value in a hyper-intensive competitive global marketplace? This relates to the link of employee performance and output. What are the methods and strategies for effectively motivating employees and increasing the job satisfaction of workers? What are the important drivers of worker satisfaction? What are the important individual, organizational, and social outcomes of various job satisfaction levels? What are the individual, organizational, and societal differences in

job satisfaction levels and its determinants? These are just some of the pressing questions facing the organizations of today. This edited collection provides a comprehensive introduction to job satisfaction and its wide sweeping impacts for the modern workplace, presenting a wide range of cross-disciplinary research in an organized, clear, and accessible manner. It will be informative to management academics and instructors, while also instructing organizational managers, leaders, and human resource development professionals of all types seeking to understand proven practices and methods to maximize their human capital potential and get the most out of workers that will drive an enhanced competitive advantage in an increasingly competitive global economy. Hence this content was very useful and considered for the research reference.

2.2.4–

Title : How to Love the Job You Hate: Job Satisfaction for the 21st Century

Source: Beagle Bay Books (March 2004)

ISBN-10: 0967959101

ISBN-13: 978-0967959108

Author: Jane Boucher, CSP

The Author provides a practical approach towards the employee job satisfaction. Jane describes the idea to like in unlike job. Every person even though does not like the job; due to any reason has a motive to continue with the same. Boucher shows workers how to cope with keeping their jobs in this difficult economy. How to love the job you hate: job satisfaction for the 21st Century will change your attitude from TGIF to TGIM (Thank God It's Friday to Thank God it's Monday). The content of this book will future help the researcher for understanding the willingness of the employee to contribute and continue with the job.

2.2.5–

Title : Experience Job Satisfaction

Source: Total Publishing and Media (October 1, 2010)

ISBN-10: 088144023X

ISBN-13: 978-0881440232

Author: Teri Aulph

The Author explains on the approach of sticking to a job. Very rarely it is seen the people who feel stuck in the current job and want to proactively make a change. You want to stop being a victim to your boss. You are a job seeker and can't seem to step across the threshold into the interview. You are considering a job change to a virtual company and want to better understand how it works. You seem to always be behind and often feel overwhelmed. You feel you have lost control of your career and want to feel that 'excited' feeling again. You have found yourself back in the job market for the first time in over 10 years and have no idea what to do first. You want to remain current regarding career issues. You are a leader in your organization and recently looked behind you to find nobody is following. You are a leader and have compromised your basic principles due to pressure. You think you may have a Work Spouse and have no idea how to get out of it. You work with someone who has a Work Spouse and it is driving you crazy. Teri Aulph is the principal consultant at Teri Aulph Consulting, LLC focusing on where people and business intersect. With over 15 years of global HR experience at the executive level in Fortune 500 companies in various industries.

2.3 Research Papers

2.3.1

Title : A Revisit on Impact of Job Attitudes on Employee Turnover: An Empirical Study in Indian IT Industry.

Source: Vilakshan: The XIMB Journal of Management ; Sep2011, Vol. 8 Issue 2, p33-42, 10p, 5 Charts

Author: Gaan, Niharika

This study reexamines, empirically, the relationship between the job satisfaction, organizational commitment and employee turnover. It views turnover from attitudinal perspective. Results reveal that the relationship between organizational commitment and employee turnover is inconsistent with the earlier literature. However, job satisfaction seems to be explaining significant amount of incremental variance in turnover intention. Further, it is suggested that for future study the turnover model should try to investigate the precursors to turnover intention by taking occupational commitment, job satisfaction and non-attitudinal aspects. The study is based on a survey of 308 information system professionals from giant companies in Indian software and BPO sectors.

2.3.2

Title : Is Job Satisfaction U-shaped in age?

Source: Journal of Occupational and Organizational Psychology, Printed in Great Britain, 1996, pg. -57-81

Author: Andrew Clark, CEPREMAP, Paris, and DELTA, Paris

Andrew Oswald, ESRC Centre for Economic Performance, London School of Economics Peter Warr, Institute of Work Psychology, University of Sheffield, UK.

It is generally believed that job satisfaction increases linearly with age. However, there are persuasive arguments, and some empirical evidence, that the relationship is u shaped, declining from a moderate level in the early years of

employment and then increasing steadily up to retirement. It focuses on investigating that relationship, using survey responses from a large sample of British employees. For overall job satisfaction, satisfaction with pay, and satisfaction with the work itself, a strongly significant U-shape is observed. Ordered probity techniques, which take account of the ordinality of satisfaction data, are used to analyse the relationship between these forms of satisfaction and a large set of individual and job characteristics. Despite the inclusion of 80 control variables, significant coefficients persist for the age and age-squared variables (the latter representing the non-linear component). The paper thus provides strong evidence for a U-shaped relationship between age and Job Satisfaction. Furthermore, it is shown that a similar age pattern occurs for employees' context-free mental health, suggesting that both Job Satisfaction and context-free mental health are affected by non-job factors of life-stage and personal circumstances. The importance of changes in expectations with increasing age is emphasized.

There have been many investigations into the relationship first, many older people move into jobs which have more desirable characteristics, as a result of which they might be expected to be more satisfied (e.g. Janson & Martin, 1982; Kalleberg & Loscocco, 1983; Wright & Hamilton, 1978). Second, there is evidence that older employees have specific work values which make more attractive job characteristics that are less desirable to younger people.

Research Input:

This paper has provided new information about two key issues. First, is demonstrated in a large-sample study that overall Job Satisfaction is U-shaped in relation to age. With no other control variables, it declines on average until the age of approximately 31 and rises thereafter. The existence of a robust and statistically well-determined U shaped curve in age continues to be visible in the data. In the specification, with approximately 80 control variables, the strongly-significant u-shape between age and overall job satisfaction has a minimum at age 36. Separate analyses have indicated that the u-shape is particularly strong for full-time employees only, in comparison with the sample of full-time and part-time employees together. It is also somewhat stronger for men than for women.

2.3.3

Title : The Effects of Job Satisfaction and Work Experience on Employee-Desire for. Empowerment: A Comparative Study in Canada and India.

Source: International Journal of Management; Mar2012, Vol. 29 Issue 1, p190-200, 11p, 6 Charts

Author: Gill, Amarjit. Sharma, Suraj P.Mathur, Neil., Bhutani, Smita.

This paper examines the effects of job satisfaction and work experience on employee-desire for empowerment. Restaurant industry employees from the lower mainland area of British Columbia, Canada and the Punjab area of India were surveyed to assess their perceptions of job satisfaction, work experience, and desire to be empowered at their places of work. Results suggest that job satisfaction and work experience enhance the employee-desire for empowerment in both countries -- Canada and India. The practical implication of this study was that employees who exhibit job satisfaction and work experience behaviours are more likely to heighten their desires to be empowered, regardless of cultural context. The findings help to explain failures in organizational efforts to empower workers by demonstrating the critical role of Job Satisfaction and work experience behaviours in heightening employee-desire for empowerment.

2.3.4

Title : A Comparative Study for Employee Job Satisfaction in Aydin Municipality and Nazilli Municipality,

Source: Ege Akademik Bakış / Ege Academic Review; 9 (2) 2009: 423-433

Author: Assist. Prof. Dr. Hulusi DOGAN, Adnan Menderes University, Nazilli Vocational School, hulusidogan@gmail.com

This study was composed of a conceptual analysis of job satisfaction and an empirical research for the relationships between job satisfaction and a set of variables; pay, promotion, positive affectivity/encouragement, job involvement, potential of

rest-day/off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions, management style of supervisor. The results, based on a sample of 220 employees from aydın municipality and nazilli municipality, indicated that 59% of the variance in job satisfaction was explained by the variables included in the regression test. The variable of management/democratic style of supervisor had the greatest effect on job satisfaction, followed by the variables of “level of role clearness”, “health facilities”, “autonomy”, “and participation in decision”, “job involvement”, and “training and educational facilities”. The study found that satisfaction level for “tangible aids” and “potential of rest-day” was significantly higher for employees working in Aydın Municipality than those working in Nazilli Municipality. But, satisfaction level for “health facilities”, “physical facilities” and “relations with supervisor” was significantly higher for employees working in Nazilli Municipality than those working in Aydın Municipality. So, it is suggested that managers should apply additional/further researches in their organizations to investigate the underpinning variables of job satisfaction and commitment of employees.

Consequently, numerous researches have been going on job satisfaction for many years. And it is common thought that job satisfaction influences organizational behavior, namely it positively affects employee working performance and organizational commitment, and negatively influences employee turnover (Agarwal and Ferrat, 2001; poulin, 1994; chen, 2008), the relationships between job satisfaction and many variables such as motivation, stress, salary, promotion, role conflict, distributive and procedural justice, role ambiguity, autonomy, workload, leadership style, educational level, emotional intelligence are still being analyzed in different fields as an attractive and important subject of management literature (Ross and Reskin, 1992; Agho et al., 1993; stordeur et al., 2001; Chu et al., 2003; Kafetsios and Zampetakis, 2008). For example, Sengin (2003), and Hinshaw and Atwood (1984) identify variables that influence employee job satisfaction as: (1) demographic variables: education, experience, and position in the hierarchy; (2) Job characteristics: autonomy, tasks repetitiveness, and salaries; and (3) organizational environment factors: degree of professionalization, type of unit.

The aim of this study was to define the relationships between job satisfaction and the potential variables of pay, promotion, positive affectivity/encouragement, job involvement, potential of rest-day/off-day, relations with co-workers, health facilities, relations with supervisor, training and education facilities, autonomy, physical facilities, reconciliation role of supervisor, procedural justice, tangible aids, office tools, level of role clearness, participation in decisions, management style of supervisor and whether a difference exists between employee job satisfaction levels of Aydın and Nazilli Municipalities.

Research Input

Researcher believes that this study makes a contribution to the understanding of Job Satisfaction and its key determinants. The results of the study indicates that “management/democratic style of supervisor”, “level of role clearness”, “health facilities”, “autonomy”, “participation in decision-making”, “job involvement”, “training and educational facilities”, and “relationship with co-workers” are the main determinants of Job Satisfaction . In particular, “management style of supervisor” has the greatest effect on job satisfaction. One of the major findings of this study was that it determinants/variables which had a different effect rate on job satisfaction; even the organizations had similar characteristics.

2.3.5

Title : Employee Job Satisfaction in the Public Sector.

Source: International Journal of Public Administration; Oct2009, Vol. 32 Issue 12, p1070- 1097, 28p, 4 Charts

ISSN No: 0190-0692

Publisher: Publisher - Rutledge, 4 Park Square, Milton Park, Abingdon
Oxfordshire.OX14 4RN, United Kingdom.

Survey questionnaires were sent to state government IT employees in the United States to analyze how job characteristics, work environment, pay satisfaction, and advancement opportunities influence IT employee Job Satisfaction. The study results showed that job clarity, effective communications with management, a

participatory management approach, organizational support of career development, opportunities for advancement, and family-friendly policies are all significant variables affecting the Job Satisfaction of IT employees. The effect of pay satisfaction on IT employee Job Satisfaction was not significant. This study also found gender differences in factors affecting IT employee Job Satisfaction. Job clarity was found to have a positive effect on male IT employees'; Job Satisfaction, but was not significant for female IT employees. Among female IT employees, available family-friendly policies were found to have a positive effect on Job Satisfaction but it showed no significant effect on Job Satisfaction among male IT employees

2.3.6

Title : Understanding multifaceted Job satisfaction of retail employees.

Source: International Journal of Retail & Distribution Management; 2012, Vol. 40 Issue 9, p699-716, 18p

ISSN: 09590552

Author: Chung, The-Lin; Rutherford, Brian; Park, Junking.

This study aims to examine the multi-faceted job satisfaction of retail employees. In addition, it seeks to investigate the moderating effect of gender on the relations between proposed antecedents and multifaceted job satisfaction. The seven facets of job satisfaction include satisfaction with supervision, overall job satisfaction, company policy and support, promotion, pay, co-workers, and customers. Design /methodology/ approach – data for this study constitute a subset of a larger study examining sales people from both business-to-business (B2B) and retail sales contexts in the USA. A total of 352 usable responses from retail employees were retained. Hypothesized relationships were tested by multiple regression analyses, Chow equality tests, and hierarchical regression analyses. The study suggests that perceived organizational support, role ambiguity, and emotional exhaustion are the most influential factors for most facets of retail employees' job satisfaction. Role conflict and work-family conflict only predict satisfaction with promotion, and

family-work conflict does not predict any facets of Job Satisfaction. Gender differences only played a part in satisfaction with customers. All other variables, such as perceived organizational support, work-family conflict, family-work conflict, and emotional exhaustion affect male and female employees differently. The study provides managerial implications, suggesting that there is no one perfect policy to satisfy retail employees in all aspects and retailers should be more careful in assigning tasks to employees. The literature concerning multifaceted job satisfaction has contributed significantly to understanding sales personnel job satisfaction. However, as many of the job characteristics for B2B and retail are different, a separate examination of factors influencing retail employees' job satisfaction is necessary. The study extends the literature examining the job satisfaction of retail employees by borrowing from retail literature concerning global job satisfaction and from sales management literature about multifaceted job satisfaction

2.3.7

Title : What Matters More?

Source: Cornell Hospitality Quarterly; Aug2010, Vol. 51 Issue 3, p379-397, 19p
ISSN: 19389655

Author: Way, Sean A. ; Sturman, Michael C.; Raab, Carola

Research has provided little empirical support for the concept that employee job satisfaction is a causal driver of employee job performance, customer satisfaction, and company performance. The concept is an enduring one, however, and it has been codified as the starting point in the widely espoused service profit chain using a sample of eighty-four food and beverage (F&B) manager groups from Forty Asian hotel properties owned and managed by a single multinational hotel chain, we examine the effect of job satisfaction , and contrast this effect with that of group service climate, on supervisor ratings of group job performance behaviors (group task performance and organizational citizenship behaviors). The findings underscore the weak connection between job satisfaction and job performance. However, group service climate was found to have a positive effect on supervisor ratings of group job performance behaviors. Consistent with prior research, the study's findings indicate that managers may improve their employees' job performance (and job satisfaction)

by ensuring that employees understand what is expected of them and how their performance will be appraised and rewarded by the organization.

2.3.8

Title : Relations between Team Work and Innovation in Organizations and the Job Satisfaction of Employees: A Factor Analytic Study.

Source: International Journal of Management; Dec2008, Vol. 25 Issue 4, p732-739, 8p, ISSN: 08130183

Author: Yuan-Duen Lee' Huan-Ming Chang.

This paper examines the relationship between organizational culture and employee job satisfaction in wire and cable manufacturing companies. The subjects of the study were 339 employees, working in a variety of jobs, for 10 cable and wire companies quoted on the Taiwan stock exchange. The key variables were assessed by the Wallach (1985) organizational culture index and the job satisfaction survey of Lyons, laptin& young (2003) respectively. The two scales were factor analyzed to indicate the main 'aspects' or 'dimensions' that underlie each of the two measures. Significant correlations were found between the two aspects of organizational culture and the two aspects of job satisfaction uncovered by the factor analyses. It is argued that the results suggest that the industry needs an innovative and group-oriented culture which promotes employee job satisfaction. In addition, it is argued from the findings that the job satisfaction of these Chinese employees will be strengthened by their organization gaining external recognition and respect.

2.3.9

Title : The Job satisfaction -Productivity Nexus: A Study Using Matched Survey and Register Data.

Source: Industrial & Labor Relations Review; Apr2012, Vol. 65 Issue 2, p244-262, 19p,

ISSN: 00197939

Author: Böckerman, Petri; Ilmakunnas, Pekka.

The authors examine the role of employee Job satisfaction in Finnish manufacturing plants over the period 1996-2001 to determine the extent to which it affects establishment-level productivity. Using matched data on job satisfaction from the European Community Household Panel (ECHP) and information on establishment productivity from longitudinal register data linked to the echp, they estimate that the effect of an increase in the establishment's average level of employee job satisfaction on productivity is positive, but its magnitude varies depending on the specification of the model. The authors also use an instrumental variables point estimate and find that an increase in the measure of job satisfaction by one within-plant standard deviation increases value-added per hours worked in manufacturing by 6.6%.

2.3.10

Title : Job satisfaction and Affective Commitment

Source: IUP Journal of Organizational Behavior; Jan2012, Vol. 11 Issue 1, p23-36, 14p, 6

ISSN: 0972687X

Author: Patrick, Harold Andrew; Sonia, Jasmine

The integral part of any management process is to manage people at work. A well-managed organization sees workers as the main source of quality and productivity. An effective organization tends to promote a sense of commitment and satisfaction in its employees. This paper identifies the relationship between the affective commitment and job satisfaction among the Indian IT employees. For the present study, the data was collected with the help of a structured questionnaire from 300 employees working in the IT industry in India with the objective of measuring the affective commitment and job satisfaction of IT employees and to identify the relationship between the affective commitment and different aspects of job satisfaction. The findings indicated a positive relationship between the job satisfaction and affective commitment. Amongst the components of job satisfaction, the highest correlations with affective commitment were related to salary, benefits, fair treatment, opportunity for advancement and supervision. The regression analysis revealed that job satisfaction has a statistically significant impact on affective commitment. The

findings of this study points out some salient issues in the IT industry. The detailed findings and implications are discussed in the paper.

A major challenge faced by all IT organization is developing and maintaining organizational commitment and job satisfaction. It is in the interest of all organizations to secure commitment and reduce employee turnover and thus this topic has attracted the interest of many researchers. This study confirms the relationship between job satisfaction and affective commitment. Thus managers need to make effort to develop human resource policies that are in alignment to the needs of the employees. It is imperative for management to meet the demands of their employees to strengthen their satisfaction and commitment to minimize turnover.

2.3.11

Title : Enhancing Opportunities for Expatriate Job Satisfaction: HR Strategies for Foreign Assignment Success.

Source: Human Resource Planning ; 2005, Vol. 28 Issue 4, p21-29, 9p

Author: McCaughey, Deirdre ' Bruning, Nealia S.

The article analyzes various researches regarding the job satisfaction of expatriates with reference to human resource (HR) strategies. It reflects that the increasing trend of globalization demands a global corporate expansion seeking new foreign markets. For organizations, such expansion requires more staff in the foreign management positions using the selection of expatriate employees. Though there are remarkable incidents of expatriate failures too, hence the HR strategy in the selection procedures command more importance. There are varying strategies to minimize expatriate failures, but more organizations rely on synergies between expatriate programs, the tenets of job satisfaction and to some extent predictors of turnover. Many researches have shown that many organizations give importance to the tenets of job satisfaction with their domestic employees. The same way the global organizations should extend similar practices to expatriate employees. As a strategy for the job satisfaction of expatriates, it is recommended that the enhancing of acculturation and adjustment of an expatriate can increase the job satisfaction.

2.3.12

Title : The notion of internal market orientation and employee Job satisfaction: some Preliminary evidence.

Source: Journal of Services Marketing; 2008, Vol. 22 Issue 1, p68-90, 23p
ISSN: 08876045

Author: Gounaris, Spiros.

The purpose of this paper is to examine the impact of Internal Market Orientation (IMO) on the application of internal marketing practices and employee job satisfaction. Design/ methodology/ approach - data were secured through personal interviews with hotel managers and employees from 20 different five-star hotels. Hierarchical regression analysis is used to examine the hypotheses put forward in the study. Job satisfaction is positively related with the practice of internal marketing. However, IMO is also a significant variable in explaining employee job-satisfaction while moderating the relationship between internal marketing and job satisfaction. The Research draws the analogy from the market-orientation research stream; the study reveals the importance of developing an internal-market orientation before internal marketing practices can be truly effective. Service providers seeking differentiation through customer service and delight have to pay attention to their employees' needs and develop an internal-market orientation to complement their customer-orientation.

2.3.13

Title : The Effects of Organizational Learning Culture and Job satisfaction on
Motivation to Transfer Learning and Turnover Intention.

Source: Human Resource Development Quarterly; Fall2004, Vol. 15 Issue 3, p279-301, ISSN: 10448004

Author : Egan, Toby Marshall ; Yang, Baiyin; Barlett, Kenneth R.

Although organizational learning theory and practice have been clarified by practitioners and scholars over the past several years, there is much to be explored

regarding interactions between organizational learning culture and employee learning and performance outcomes. The study examined the relationship of organizational learning culture, job satisfaction, and organizational outcome variables with a sample of information technology (IT) employees in the United States. It found that learning organizational culture is associated with IT employee job satisfaction and motivation to transfer learning. Turnover intention was found to be negatively influenced by organizational learning culture and job satisfaction.

2.3.14

Title : Employee Engagement Correlates to Career Advancement and Training.

Source: T &D; Feb2011, Vol. 65 Issue 2, p21-21, 2/3p.

ISSN- 15357740

Author : Egan, Toby Marshall ; Yang, Baiyin; Barlett, Kenneth R.

The researcher focused on employee engagement and how career training and advancement opportunities influence engagement. It states that a 2011 study on employee engagement found employee engagement levels around the world were stable when mid-2010 was compared with early 2008. It mentioned that employees felt that training and career development opportunities were vital for job satisfaction. It comments that employee trust of executives and managers was more likely to result in employee engagement

2.3.15

Title : A little appreciation can go a long way toward employee job satisfaction

Source: Employment Relations Today (Wiley); Spring2006, Vol. 33 Issue 1, p19-26, 8p, ISSN- 07457790

Author: Nelson, Noelle

The paper reported on the role of appreciation on employee's job satisfaction. It highlights the role of HR professionals in restoring their employees' passion to do a good job through an appreciative approach. Some principles include the appreciation of grievances, having a genuine open-door policy, addressing poor performance appreciatively, and valuing what the employee values.

2.3.16

Title : In Wake of Market Uncertainty, Employee Confidence in Job Security, Pay, Raises and Job Market Falls to 2008/2009 Levels, yet More Employees Say Job Satisfaction Up.

Source: PR Newswire US, 07/06/2011

As the economy falters amid recent market volatility and mixed labor reports, second quarter employee confidence related to job security, pay raises and the job market has retreated to levels last seen in the height of the recession. At the same time, nearly one-third (30 percent) of employees report they are more satisfied in their jobs today than one year ago compared to 26 percent in the second quarter of 2010 although one in four (25 percent) say their satisfaction is "worse," according to the Q2 Glassdoor® Employment Confidence Survey of 2,203 U.S. adults aged 18+ conducted online on its behalf by Harris Interactive.

2.3.17

Title : Information Adequacy and Job Satisfaction during Merger and Acquisition

Source: Management Communication Quarterly; Nov2004, Vol. 18 Issue 2, p241-270, 30p. ISSN - 08933189

Author: Ying Zhu; May, Steven K.; Rosenfeld, Lawrence B.

The paper examined the relationships among dimensions of information adequacy and job satisfaction in an organization newly created through the acquisition of one chinese internet company by another findings highlight differences between former employees of the acquired versus acquiring companies that need to be taken into account when communicating with employees of the new organization. Results also support the conclusion that information adequacy is not always positively related to employee job satisfaction and that information should be communicated to employees only when it is carefully designed and delivered

purposefully. Communication during a merger needs to vary in its openness, depending on the nature of the information to be communicated, the goals of the organization, the specific needs and concerns of the employees, and the different needs and expectations of acquiring and acquired company employees.

2.3.18

Title : How best to counter low Job Satisfaction.

Source: Toronto Star (Canada), 02/02/2008;

ISSN – 03190781

The paper talks about Job Satisfaction which means different things depending on where one sits in the workplace arena. Employers, managers and executives sit in the elite seats and tend to view Job Satisfaction conceptually, as a facet of things like productivity, commitment and loyalty. Sitting in the bleachers are employees, for whom Job Satisfaction is a highly practical concern affecting most aspects of their day-to-day lives.

Low job satisfaction, even deep unhappiness at work, doesn't necessarily mean that one have to leave job. People often don't do anything about their unhappiness, because they're afraid or they lack confidence was observed by the author. Analyze why one unhappy. Look objectively at the situation to see what the factors are. Isolating the root cause of job dissatisfaction can take some effort, before it challenges the status quo, one need to anticipate the consequences. Ask others for their feedback. Build a Plan A and Plan B.

CHAPTER III

Company Profile

3.1 Introduction

According to Vineet Nayar, today, many products and services have become commodities and companies often distinguish themselves not by what they sell but by how they deliver those products and services. Yet this fundamental shift in the markets has not—yet—induced any significant change in the way most companies are structured and managed.

The selected organizations for research think twice on their employee's retention and well-being and try to provide them with the best in the market. The following are thus few companies identified for the research objective. The Chapter is followed by the details of the profile of the company with its specifications related to managing its human capital leading to 'Employee Job Satisfaction'.

Company # 1

¹Steria provides IT enabled services and solutions which help organizations. They consider the clients' expectation and then carry out the business, they are proficient in IT and BPO.

Steria is a family of Approx 20,000 people who are associated across 16 countries. Who are engaged in support, services and various other processes.

Steria has its presence in Europe, India, South East Asia and North Africa. They have assembled long associations by concentrating on the clients' business issues which is clearly seen in its pattern of working.

As Steria is among the leading European IT service provider, they have 30% global headcount in India.

Their global clientele expects Steria to constantly provide extraordinary services from everywhere they work.

¹ Source - www.steria.com

Steria challenges



Company # 2

²Cybage is among the top IT giants who are leaders in global IT industry. Wherein they have been regularly build-up their value, so that they can fulfil the requirements of their clients.

Cybage delivers a extensive range of software services to their clients in India and abroad.

Employees are the most treasured assets of any organization, and Cybage take pride in the fact that employees' satisfaction, suggestions and concerns have always been given the highest priority.

In this process the Cybagians are exhilarated to raise their skills and become more efficient. Training and development is an integral part which happens on regular basis irrespective of the level an employee is operating at. Soft skills boost is given due prominence so that employees are encouraged.

As they work on stringent targets to meet the ever-increasing expectations of the customers. This passion for superiority and excellence help them to be the best.

Employees Job satisfaction fetches the best out in every task and assignment assigned to the employees. Cybagians are exhilarated to think “out-of-the-box” to make things larger and enhanced their thought process.

Company # 3

²Source - <http://www.cybage.com>

³ MphasiS is devoted to Winning Culture. They constantly deliver services globally through a blend of technology, domain and process know-how. MphasiS bring to their patrons a reliable and skilled global leadership players driving service. They are engaged in rendering services to clients from different verticals like Media & Entertainment, Communications, & Life Sciences Insurance, Manufacturing Healthcare Banking & Capital Markets, Energy & Utilities, Transportation & Logistics, Retail & Consumer Packaged goods to name a few.

MphasiS objectives are to accomplish constant growth by delivering values to the clients.

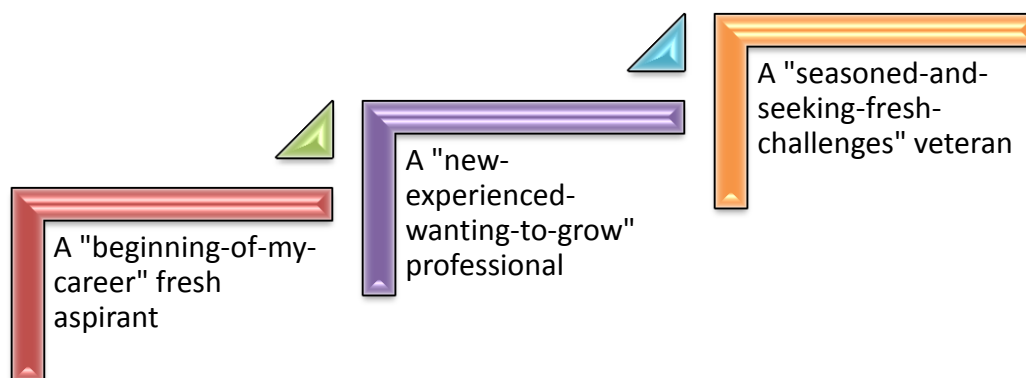
They have a transparent and Honest working culture. MphasiS believe in dealing with issues truthfully, with courage.

MphasiS provide excellence by working collectively and establish mutual esteem. They adoptive association while maintaining individual accountability and appreciate the value of multiple perceptions and various capability.

MphasiS believe that people are the most significant for business success.

Employees are priority at MphasiS. They believe that success of the organization is with help of workforce. This is a reason intentionally emphases on 360 degree skill development and constant learning for employees,

They provide equal prospect for the employer for their growth. They boost individuals and have succession planning for them.



³ Source - www.mphasis.com

Company # 4

⁴Accenture is one of the international management consulting, outsourcing company with serving in more than countries with 257,000 headcount.

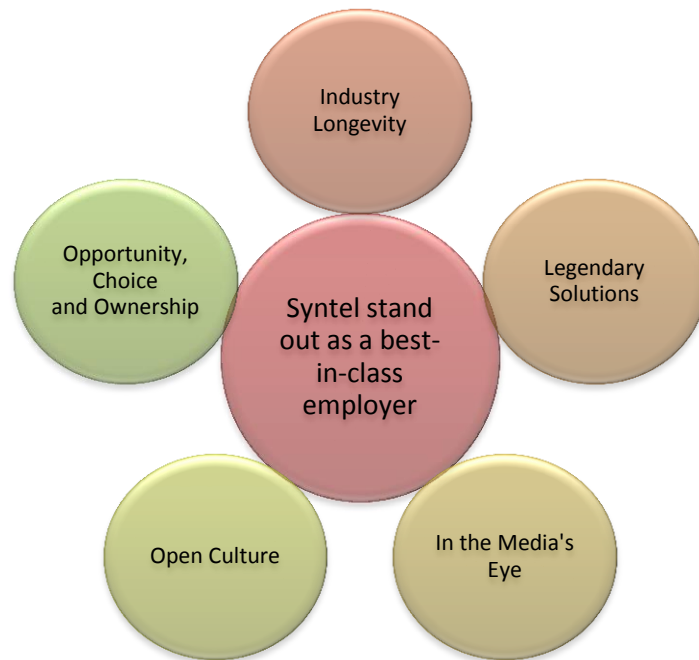
Accenture collaborates with clients to help them become high-performance businesses and governments.

Its "high performance business" approach has helped them to provide expert solution to clients in an efficient way. They have 19 focused industry groups that delivers its services and solutions.

Careers are offered to experienced professionals who are interested in joining strong groups, learning in a vibrant environment and prosperous.

They offer an environment where employees improve their calibre and knowledge

⁴ Source - www.accenture.com



Company # 5

⁵Established in 1980, Syntel provides software services to its clients. Syntel operates worldwide with over 20,000 employees majorly they have three campuses in India - Pune, Mumbai, and Chennai.

Syntel's deliver solutions which are allied with business requirement. Syntel's helps clients to fulfil their needs by providing new skills and innovation for saving costs to organisation.

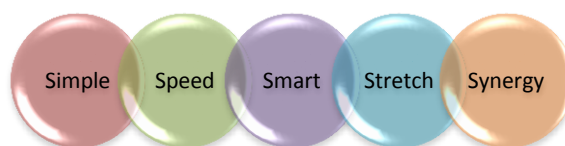
Syntel look for people who are innovative thinkers, energetic, motivated. It is interested in self-development people who have the creativity and pledge to be leaders. Its advanced culture demands strong interpersonal skills and the ability.

Being a global company Syntel is attracting employees by dynamic career opportunities.

Syntel believes in catering employees by providing succession planning.

With effective training and development, employees enjoy competitive compensation, an attractive benefits package.

Values



⁵ Source - www.syntelinc.com

Syntel provides with extensive range of training and training resources to every Syntel employee.

Employees at Syntel are aggressively involved in different activities organized at different platforms for exploring different hidden talents.

Syntel also believes in outbound activities which helps employees to showcase their talent and enjoy work. Event like annual day, sport day, celebrating New Year, Diwali, etc.

Company # 6

⁶Infosys' IT services provides business solution at a global platform.

Started in 1981 by seven people Infosys today is a big giant in IT industry offering range of services to its customers.

Infosys considers and believes that human resources need to be given more importance in this dynamic environment.

Career Growth

They make people they offer with every possible opportunity to explore the horizon for employees to perform.

Company # 7

⁷ Cognizant (NASDAQ: CTSH) is ranked among the top performing company who is one of the fastest growing companies in the industry.

Cognizant has 815 clients with spread all over the world. Their Policies are **beached up with strong ethics, openness**. Employees are hired from all the corners of the world who are vibrant and energetic.

Cognizant believes that the company's goodwill is not geography based but a team based. They have various platform and forum for knowledge sharing activities to proof this. Cognizant culture is an empowering people to be a part of its growth.

⁶ Source - www.infosys.com

⁷ Source - www.cognizant.com

Providing client satisfaction by correct decision making has helped cognizant to have an significant place in industry.

Employees are encouraged to succeed

Periodic job rotation

Placement offices in all locations have access to the entire talent pool

Fast-track growth opportunities are offered to high performers.

Ongoing training programs and leadership development courses

Company # 8

⁸ As it's said Great organizations are built by extraordinary people for which iGATE is an example.

iGATE has 'institutionalized' several employee -centric edges to bring about a pleasant and healthy work culture. They provide range of process and platform for people to enhance their potential.

Supporting this they have designed the plans for the individual to grow. They have successfully merged a healthy workplace culture that will accentuate exciting and full of fun for employees.

They have a defined roadmap for employees very clearly which will help them in continuous learning and improve their decision making and IQ. Activities like domain training, developing managers, skill development programs.

⁸ Source - www.igatepatni.com

Company # 9

⁹ IBM who is solutions and services provider is present in India since 1992. Where they are in all major industries including healthcare, government, automotive, telecommunications financial services.

IBM has its presence more than 200 cities across the country and is leaders in the Indian Information Technology industry.

Extensively acknowledged by global as an employer of choice. Where they are recognized by many awards for best practices.

IBM makes the people work and be proud with their strong values.

The employees at IBM are focused on :

Dedication to every client's success

Innovation that matters, for their company and for the world

Trust and personal responsibility in all relationships

IBM gives a chance to collaborate with compatible people. in an environment that embraces individual differences and rewards one's best work.

IBM hires the best talent in the market and is ranked in tech company in the Fortune 500.

IBM gives knowledge improves skills and more over a sense of pleasure.

⁹ Source - www.ibm.com

Company # 10

¹⁰ Supported by Government of Maharashtra and the Department of Higher and Technical Education, India and was incorporated under the Companies Act, 1956 on August 20, 2001 as a Public Limited Company, Maharashtra Knowledge Corporation Limited (MKCL) has created new paradigm in education.

MKCL is exposed to the business in different verticals mainly in innovative eLearning, eEmpowerment technologies, and eGovernance, solutions and services.

Company # 11

¹¹Hardcastle is a GIS and IT company based in Pune, India and which is accomplished by group of technocrat and management people with a global vision.

The company's managers are having global exposure in marketing, development, and consultancy. They are young and dynamic who have creative and innovative ideas.



¹⁰Source - www.mkcl.org

¹¹Source - www.hardcastlespatial.com

Company # 12

¹² iWare Logic Technologies is specializing in Oracle Applications



Company # 13

¹³Quick Report Software Pvt. Ltd is established in year 2009 in Pune.

With almost 20 partners in the market and exposed its unique values to the development in the industry.

They are engaged in long term business with win – win business solutions. Healthy relation with the customers and employees.

Quality of work life balance, healthy working environment, training and development program for employees has helped the company growth.

Company # 14

¹⁴ WinSol Technologies offers Information Technology solution in verticals like software engineering, Mobile Application, Websites, Web Application.

The Team of software developers at WinSol Technologies are well experienced and qualified, competitive and motivated.

¹²Source - www.iwarelogic.com

¹³Source - www.quickreport.in

¹⁴Source - www.winsoltechnologies.com

WinSol Technologies team has an excellent record of delivering and executing large projects with complete customer satisfaction.

Company # 15

¹⁵ An ISO 9001:2008 certified organization, Vinsys IT Services (I) Pvt. Ltd, is a global company who provides solutions to services and products.

They have an excellent team of 200+ professionals who are engaged in providing business solution to their client in India and abroad.

Vinsys provide platform for employees to explore their skills and become competent in the market. Their goals are considered and efforts are made by both the organization and the employee to achieve them.

Vinsys strives to generate higher value, through its efficient team and provide the clients a perfect business growth.

Company # 16

¹⁶ Vercingetorix Technologies Ltd provides with amazing experience by its 70+ application in AppStore to their client.

They have designed and developed apps in verticals like Music, Magazines & Books, and Social, Games.

It is a small team with incredible developers. They are over-emphasizing on quality and by the time they complete projects, they turn clients into fans. They are probably the only company which is completely developer-centric and don't keep record of when people come to office and when people leave.

Vercingetorix Technologies is also constructively motivated to high performers and rewards those who excel in their work with an annual performance award.

Vercingetorix Technologies remuneration package is one of the best in the Industry. They also offer Training and development program to up-skill the employees.

¹⁵ Source - www.vinsys.in

¹⁶ Source - www.vxtindia.com

Company # 17

¹⁷ C3IT Software Solutions is one of the I.T. services and consulting company which is managed by experienced practitioners from various backgrounds who have handled large and complex IT projects.

C3IT provides its people an exceptional corporate culture with healthy working environment. Still they nurture their skills and explore them to the challenging work which will help them in developing their leadership skills

C3IT supreme value standard for the team with continuous learning opportunity, for delivering excellent solution.

Company # 18

¹⁸ Genius Minds provides software services to its clients. Though it is a young company the team at Genius minds have a wide range of skills and product and service development experiences.

GMCS select talent which can suit their requirement who are intelligent, good attitudes and passionate about technology.

GMCS offer excellent work environment which is well planned and executed. They select the best talent and retain them by carrying out the employee engagement activities.

Company # 19

¹⁹Eplanet solution is a software development and information technology outsourcing company in Pune. They determinedly believe in offering unique value to their customers using their resources.

There policies are employee centric and focuses on developing there employee skill sets to match the requirement of the industry.

¹⁷Source - www.c3itsolutions.com

¹⁸Source - www.genius-minds.com

¹⁹Source - www.e-planetsol.com

Eplanet solution offers an exciting career paths for both IT and business professionals. They are focused on building a world-class team to deliver innovative information technology business solutions to their clients. A wide variety of projects in a range of industries provide to individuals with the proper challenges to grow professionally. Employees also learn various applications and development methodologies. They offer a competitive benefit to the employee's

Company # 20

²⁰Omni-Bridge is IT Company providing software solution to the business. Omni-Bridge is headquartered in Pune. They are engage in different technologies and applications.

They have obtained partnership with Fujitsu. They carry out the employee engagement activities to make employees feel connected with the organization. Training and development for different level are executed.

²⁰ Source - <http://www.omni-bridge.com>

CHAPTER IV

RESEARCH METHODOLOGY

- 4.1 Introduction
- 4.2 Statement Of Problem
- 4.3 Objectives Of Study
- 4.4 Scope And Limitations Of The Study
- 4.5 Significance Of The Study
- 4.6 Research Design Implemented By The Researcher
- 4.7 Sampling Process following for Research
- 4.8 Hypothesis
- 4.9 Sampling design
- 4.10 Summing Up

4.1 Introduction

In the earlier chapters, the introduction and rationale of research topic was explained in detail and in the third chapter the selected company was introduced with their profiles. As the research is based on, the study of employee job satisfaction, with special reference to IT industry in Pune. Hence, the combination of research methodology techniques is being used in the present research. The Primary data was collected with the facts and findings of the related study. The questionnaire analysis would provide with the qualitative solution for the Research. In this chapter the research student aims in describing the methodology obtained for research and to focus on research design.

The research of “Employee Job Satisfaction” is a very crucial and sensitive study to be done in every industry. Most of the times the management is afraid to talk about the Employee Job Satisfaction, Retention Policies, Attrition Rate in the company and on the contrary the employees in the organization due to inadequate knowledge or authority to discuss are

uncomfortable in this topic. The methodology for researching and comparative analyzing the data collected from IT sectors was a challenging task for the researcher; hence researcher used following research methodology for her research work.

4.2 Statement of problem

Entire success of any organization depends on the Human resource. As IT Industry is booming ultimately increasing flow of foreign currency in the Country, generating employment opportunities and is the highest contributor in the country's GDP. In 2011 the GDP was \$1847.98 Billion. India's GDP values 2.98% of the world economy.¹

India is on international Map because of contribution of IT Industry. As IT Industry is a service industry it is very important to take care of Human Resource. IT is suffering major problem like High Attrition rate, Productivity, Global competition which affects the business as a whole.

This sector though deals with the technical factors, people (i.e., machine and mind are considered to be different aspects.) and their contribution also has a major impact.

Only if the employees are satisfied they will give good result which will ultimately achieve the organization goals & maximize the profit of the organization. Utilizing the 6 M's of management need Men (Human Resource) Money (Capital), Machine, Material (Resources), Method, Marketing.

The study on job satisfaction helps to know their preference and problem of the employees. Purpose of the study was to know the factors that influences the Job Satisfaction. So the needs of the employees were carefully studied by conducting survey on job satisfaction among IT Industry.

Job Satisfaction and attrition rate has inverse relation with each other. In job satisfaction there many different indicators which influence it. It can be Work Life Balance, Mental Health etc. There was a strong need to find out the causes of dissatisfaction of employee on their job.

¹ http://articles.economictimes.indiatimes.com/2012-05-18/news/31765463_1_growth-rate-india-s-gdp-sachin-pilot , PTIMay 18, 2012, 03.56PM IST , NEW DELHI

4.3 Objectives of study

1. To identify and measure the satisfaction level of the employees in IT Industry, Pune.

Job Satisfaction can be measured with different techniques available. Survey Method (Anonymous Survey), Interviewing, Brief Index of Affecting Job Satisfaction, Job Descriptive Index technique, MSQ, the Job Satisfaction Survey (JSS), and the Faces Scale. Which method to use depends on the level of complexity underlying business issue? When it comes to IT Companies the combination of Job Descriptive Index and Job Satisfaction Survey was used to identify and measure the level of Job Satisfaction.

2. To study and examine the role of employer relating to employee job satisfaction

Employer has a significant role in improving level of job satisfaction, retaining productive employees, reducing attrition rate. This objective has helped in studying the employer role on the platform of Job Satisfaction

3. To study the factors responsible for Job Satisfaction

There are several major and minor factors which has direct and indirect impact on Job satisfaction. This objective has helped to identify the factor responsible for Job Satisfaction with respect to employees working in IT Industry in Pune.

4. To study the possible impact of satisfaction of employees on their job performance.

Impact factor of job satisfaction on other factor could be positive or negative depending on the intensity of Job Satisfaction. This objective has helped in finding the relation between Job Satisfaction and Job Performance.

5. To study the gap between employee expectation and perception level and the real picture.

The objective of finding a gap between employee expectation and perception will help to identify the level of Job Satisfaction one has in his/her job. When the expectation and perception matches then it is said to be highest Job Satisfaction, when it is not then it is alarming to the employer front.

4.4 Scope and Limitations of the study

4.4.1 Scope

1. The present study covers the different aspects of factors which influence Job Satisfaction in IT industry.
2. The Study is conducted in selected IT Companies in Pune region.

4.4.2 Limitations

A. The present research is limited to the IT Industry in Pune region only.

B. The research deals with only few aspects of Employee Job Satisfaction such as working condition, motivation, pay and promotion, HR Practices, Skills and ability, Communication and Motivation, Relationship with Managers and Colleagues, Job Factors itself.

4.5 Rationale and significance of the study

IT-BPO industry is considered as the largest job creator in the economy and the most attractive workplace for the youth.

The rationale behind this research effort must be spelled out clearly. This will enable readers to understand the motivation of the researcher in undertaking this task.

Everyone proclaims that human asset is the most important asset. On the other side they need to be satisfied in their job. Hence, it follows that Human Resource Management [HRM] adopted in these organizations influences level of job satisfaction in the employee working in the organization.

Looking at Pune is being a cosmopolitan hub of the country. And with the I.T. Sector and I.T. enabled services sector's mushrooming very fast. There is a need for making people comfortable at their work place with healthy work life balance and these things are achieved by effective HRM practices introduced & implemented by the organization.

4.6 Research Design Implemented by the Researcher

The Researcher has chosen exploratory method of research. This method acts as a range of experience or adds strength to the research which is already carried out. Mainly the Research Topic is qualitative based to examines contemporary real-life situations and provide basics for the application of ideas and extension of methods.

Steps followed for undertaking Research



Figure 3 – Research Process

(Source: Adopted Pg. -156 of book on marketing research by G. C. Bedi McGraw Hill Publication, 4th Edition)

The Researcher has applied the research in 20 different companies with specifically working in IT companies, Multinational, Small and medium IT companies.

4.7 Sampling Process following for Research

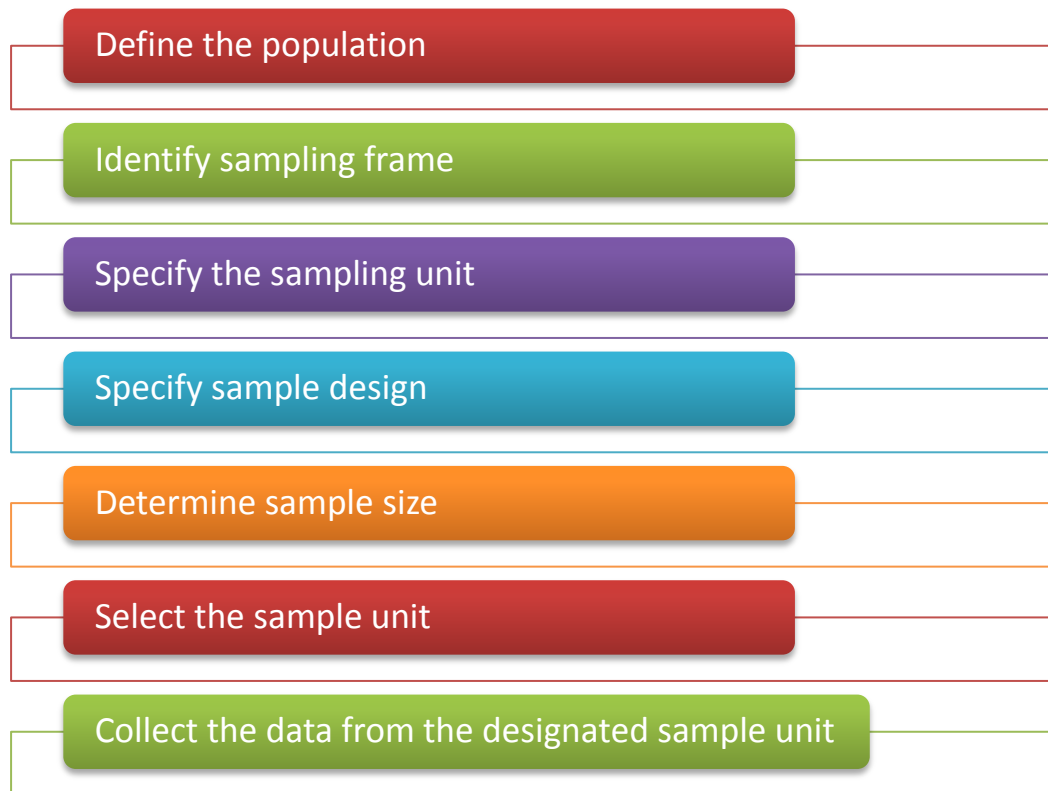


Figure 4 – Sampling Process following for Research

(Source: Adopted Pg. -156 of book on marketing research by G. C. Bedi McGraw Hill Publication, 4th Edition)

1. Define the population

It is aggregate of all elements defined prior to selecting the sample

- a. Element: Professional
- b. Sampling units: Working in IT Industry
- c. Extend: Pune, Maharashtra, India
- d. Time: 2008 -2012

2. Identify sampling frame

Sampling frame is prepared taking into consideration data from different sources, NASSCOM, MCCIA, economic survey of Pune city, www.pune.org

3. Specify the sampling unit

The sampling unit is the basic unit containing the elements of the target population. Software professionals working in IT Industry in Pune.

4. Specify sample design

It indicates how the sample unit were selected. Non – Probability sampling technic was used for the present research.

5. Determine sample size

Sample size for the current study was determined by using mean method.

Five point liked scale was used to measure variables wiz working environment and nature of work, relationship with managers and colleagues, communication and motivation ,pay and promotion, skills and abilities, job factors, HR practices.(the following formula was used to determine accurate sample size by mean method.

$$n = \frac{z^2 s^2}{e^2}$$

n = Sample size

z = Standard score associated 95% of Level of confidence (1.96)

s² = Variance in data

e = Tolerance error (7.5%)

In order to determine variance in the data the following formula was used

$$S = \frac{\text{range}}{6}$$

6

Since five points scale was used to measure the variables minimum value was 1 and maximum 5. Thus, the range

$$= \text{Maximum Value} - \text{Minimum value}$$

$$= 5 - 1$$

$$= 4$$

$$\therefore S = \frac{4}{6}$$

$$= 0.66$$

$$n = \frac{z^2 s^2}{e^2}$$

$$n = \frac{1.96^2 \times 0.66^2}{0.075^2}$$

$$= \frac{1.4 \times 0.812}{0.273}$$

$$= \underline{\underline{296}}$$

- Population size – 90,000+
- Desired Precision (Sampling error tolerance) – 7.5% i.e. 0.075
- Confidence level – 95% (Z value at 95% level is 1.96)
- Degree of Variability- Homogeneous Population
- Thus the sample size was rounded to **300**

6. Select the sample unit

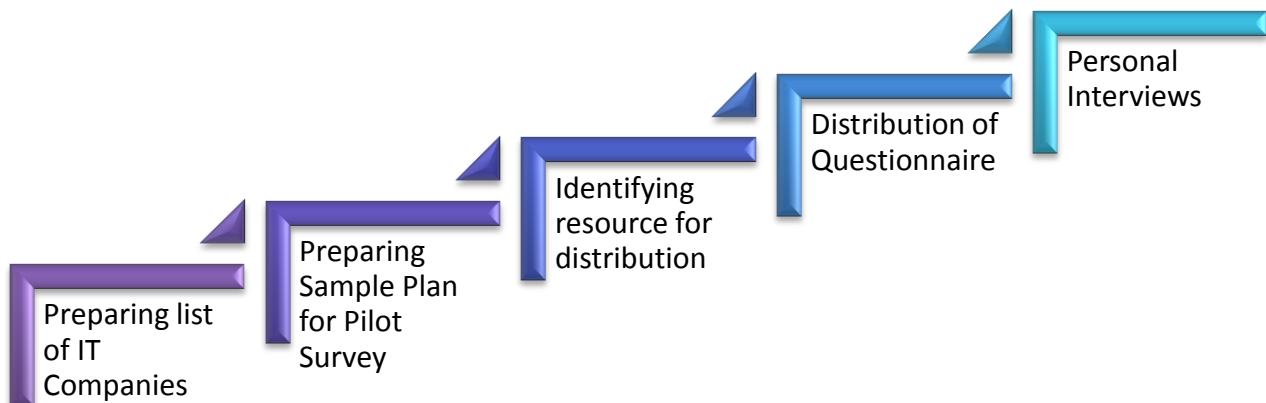


Figure 5 – Sampling Plan for Research

7. Collect the data from the designated sample unit

Primary Data –

a) Sample Size: -

Collection of Primary data from 20 different IT companies 10 MNC's around 20 employees were interviewed from each company (200 Respondents) and 10 SME's around 10 employees were interviewed from each company (100 Respondents).

b) Expert opinion – Opinion from different experts from IT industries (10 experts)

c) Sampling Technique: - The study used Random Sampling All these data has help in formulating as very comprehensive study. All sample units were being personally contacted and interviewed.

a) Questionnaires

b) Discussions

c) Interviews

Secondary Data –

Collection of secondary data for additional references is collected through the Medium of printed material by each company or through their official web-site. The data was also compiled through the sources like employee handbook, feedback forms and general yearly HR record from 2008 – 2012 from employee record book, MCCIA IT Directory as and when permitted.

- a) Previous research
- b) Books
- c) Journals and magazines
- d) Periodicals
- e) Reports

1. Questionnaire –

In Phase I of the Research Methodology, researcher determined the particular questionnaire to be asked to employees as well as chief of each organisation selected. The questionnaire designed for the analysis of employee's satisfaction survey was of close ended type with five scaling method. The questionnaire was based on various employee satisfaction drivers like working conditions, flow of communication, pay and promotion, HR policies implemented.

The questionnaires were so framed that the maximum information relating to the objectives may be extracted from the respondents, on various aspects of Job satisfaction. Most of the queries were to be responded on various scales. Close ended questions were asked so that the respondent time can be used optimally. A few of the questions were framed in such a way that the respondents may respond one or more options by tick mark. To cross check the response of the respondents, some questions were common with different wording. A few dummy questions were also asked while interview to the respondent to keep them at ease.

In phase – II of Research, the Researcher designed the questionnaire, in accordance to the analysis of Phase – I and a questionnaire were designed for Chief or Manager of selected five organizations securing satisfied results. This questionnaire was more over with a view of HR strategies and policy making.

2. Interviews –

In phase – I of research after the collection of questionnaires filled by the employees in the company, the Mock interview session was conducted by few HR Management students with the Researcher. After the completion of Analysis of Phase – I, the Interviews of Chief / Managers at senior level were planned from five selected companies and in Phase – II of research the overall research details, data obtained and conclusions were discussed with the Senior Professionals in HR and their opinion was valued in the thesis.

Qualitative Analysis

This based on interview with relevant professionals of various IT organizations, was done mostly with top management, i.e. Directors, VP, Managers, and concerned head. The interviews were taken in an unstructured form and further analysis/outcome has been suitably presented. The interviews were quite revealing and present a deep insight to the existing problem. This covered generally the main thrust/or strong points and weak links of the employees as well as core competencies of the organizations.

4.8 Hypothesis

Meaning of Hypothesis

The word hypothesis is a compound of two words ‘hypo’ and ‘thesis’. Literally hypo means under or below and thesis means a reasoned theory or rational viewpoint. Accordingly, hypothesis would mean a theory which is not fully reasoned. In other words, hypothesis is a theory entertained in order to study the facts and examine the validity of the theory.

Hypothesis for Research Presented,

H1 - There is a significant relationship between Employee Engagement and feeling of Kinship in the organization.

H2 - HR Practices working environment and nature of work, pay and promotion, skills and ability, communication, motivation, relationship with manager is significant predictors of job factor.

H3 - Employee expectation is not equal to employee perception i.e. there is a difference between employee expectation and employee perception. ($R_s \neq 0$)

H4 - There is significant difference between male and female level of Job satisfaction

4.9 Sampling design

The sample selected for the presented research consist as follows –

Primarily 10 companies selected from MNC, 10 companies from SME's IT Industry to enhance the scope of research.

Phase I - 300 employees together from 20 different IT companies selected.

Phase II - 10 Senior employees from 20 different IT companies selected.

The 20 companies from IT Sector, Pune for various HR practices used in these companies. These companies are into its flow of evaluating their HR functions through various methods such as questionnaire, surveys, employee engagement feedbacks, 360 degree Appraisals, personal interviews, quality circles and employee empowerment balance score card. This research of Employee Job Satisfaction studied for understanding and improving the quality of work life balance, Productivity, performance which would help the company grow. Basically, the purview of Employee Job satisfaction, comprises of various factors right from recruitment, training to retirement, it also comprises the factors affecting productivity, performance, growth in the organization, and statutory requirements. As the research scope is too large to be covered, the researcher has shortlisted some key areas.



Figure 6 – Factor considered for identifying level of Job Satisfaction present research

According this shortlist, the following phases were designed:

Phase – I

The Research started with the implementation of Phase I, for which 20 companies were selected from IT Industry Pune. This included the employee job satisfaction survey of minimum 20 employees from each MNC and Minimum 10 employees from each SMEs company working in IT Industry. The employees selected were from various levels and various designations right from front office to senior officer and Managerial cadre. This survey included the Questionnaire of general questions related to factors influencing employee job satisfaction.

Relationship with managers and colleagues, working environment, HR Policies, Pay and Promotion, Motivation, communication, skills and abilities, Job itself in the organization. The copy of questionnaire is attached in Annexure # 1. After the survey was conducted in every company the Analysis was done by using SPSS 17.0, for the data collected and was interpreted accordingly. The overall result was plotted in the graphical Representation.

The Analysis of 20 companies is as under:

The selected companies working with IT Industry, showed the results which clearly reflects on the unawareness of theory and practice of Job satisfaction and HR functions by the regular full – time employees of the companies which indeed results in employees, absenteeism, low level of Morale and Job Satisfaction and ultimately low productivity.

In majority companies the Chiefs discussed many issues & need for the Employee Engagement. The HR Practices has a very close impact on the minds of the employees every company, as it was directly related to employees' growth with financial and non-financial aspect.

Accordingly 10 unstructured questions were asked to the immediate managers and people working on high designation for understanding 'different approaches. These variables helped in understanding the major factor that influenced Job satisfaction.

Phase – II



It is observed that, sometimes the Company's unique practices for its employees can favour and result in employee's job satisfaction at the work place.

Every case study pertain the details, right from profile of the company, details of employees engaged in various designation, the importance of HR strategies in that company and the percentage of satisfied employees in the organization as per the result obtained in employee satisfaction survey, conducted by the Research Student. In the last stage of Phase – I the conclusions and recommendations were drafted.

In this phase the discussions were handled according to the preferences of the Employers, while discussing with the experts researcher came across various new aspects related to the topic and also new strategies which are implemented in the market today. Some parameters are mentioned as "A 4 Wheel Approach" by the researcher in recommendation chapter.

4.10 Summing Up

The study of the data collected through structural questionnaire and interviews, has brought to light various interesting facts and findings related to existing flexibility levels and influential performance drivers.

Several useful insights and learning's have appeared from interview which were conducted with experts.

Limitations of the study have been brought out too. Some main creative recommendations have been finally suggested with recommendation for overall improvement of the organizations

Finally, the methodology of the study has been designed and discussed in this chapter. The implementation of the research methodology is discussed in subsequent chapters.

CHAPTER V

Data Analysis

Phase – I

DATA ANALYSIS (PHASE - 1)

5.1 Descriptive Statistics

5.2 Hypothesis Testing – Non Parametric

5.2.1 Descriptive Statistics

5.2.2 Chi- Square Test of Contingency

5.3 Hypothesis Testing – Parametric Multiple Regression Analysis (ANOVAA)

5.4 Spermium Rank Correlation

5.5 Independent Sample T Test- Levene's Test

5.6Factors influencing Job Satisfaction of employees

5.7Reliability Test for Summited scales

INTRODUCTION

In the Earlier chapter of Research Methodology, the details of research method implemented while performing this research is being elaborated, in this chapter the Analysis and Interpretation of data collected is covered. The Research is based on the fact of 'Employee Job Satisfaction' in the Organization, which ultimately improve the Work life balance and productivity. The study is carried for the companies working in IT Industry, Pune

DATA ANALYSIS

Data Analysis basically a process of inspecting, transforming, cleaning, and modelling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains. The most important distinction between the initial data analysis phase and the main analysis phase, is that during initial data analysis one refrains from any analysis that are aimed at answering the original research question.

The researcher has chosen companies which were working in IT Domain and were part of IT Industry in Pune.

Table 1 summarizes the measurement model latent variables, number of measurement items, measurement description format.

Variable	Level of Measurement
Age	Ordinal Scale
Gender	Nominal Scale
Monthly Income (Rs.)	Ordinal Scale
Experience	Ordinal Scale
Working Environment and Nature of Work	Multiple Item Likert Scale
Relationship with Managers and Colleagues	Multiple Item Likert Scale
Communication	Multiple Item Likert Scale
Motivation	Multiple Item Likert Scale
Pay and Promotion	Multiple Item Likert Scale
Skills and Abilities	Multiple Item Likert Scale
Job Factors	Multiple Item Likert Scale
HR Practices	Multiple Item Likert Scale

Note - Working Environment and Nature of Work, Relationship with Managers and Colleagues, Communication, Motivation, Pay and Promotion, Skills and Abilities, Job Factors, HR Practices are summited scales. These summited scales were created by averaging the multiple items scales for the respective summited scale.

5.1 DESCRIPTIVE STATISTICS

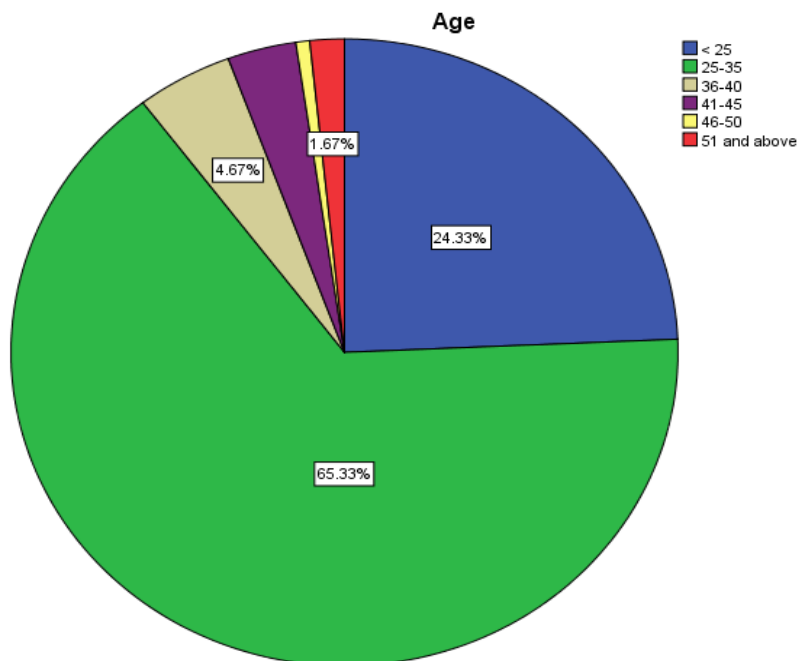
Following is the complete descriptive statistics of all the 300 respondents to the survey

5.1.1 - Age

Table no- 5.1.1 Age of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid < 25	73	24.3	24.3	24.3
25-35	196	65.3	65.3	89.7
36-40	14	4.7	4.7	94.3
41-45	10	3.3	3.3	97.7
46-50	2	.7	.7	98.3
51 and above	5	1.7	1.7	100.0
Total	300	100.0	100.0	

Figure: 5.1.1 Age of the Respondents



Interpretation:

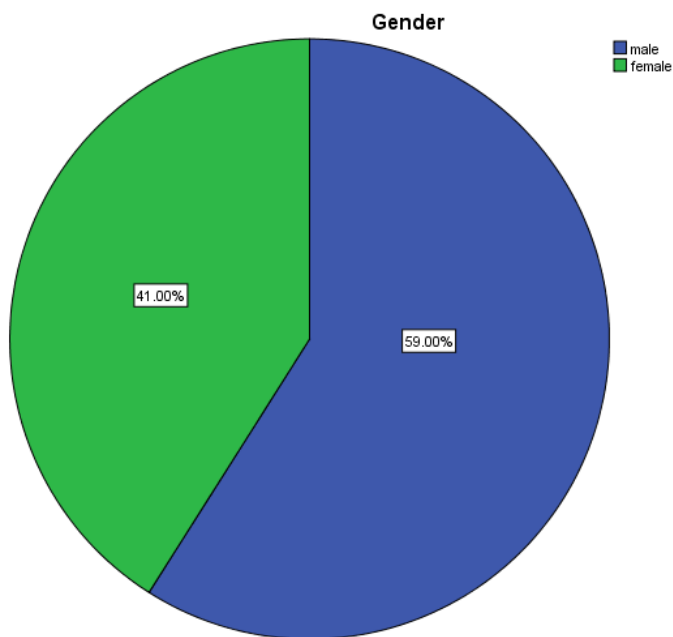
The above graph shows frequency distribution table & pie chart for variable “Age”. 24.33% of respondents were less than 25 years of age, 65.33% were between 25-35 years of age, 4.67% of respondents were between 36-40 years of age, 3.3% of respondents were between 41-45 years of age, 0.7% was between 46-50 years of age, 1.7% was above 51 years of age. The major respondents were from the age bracket of 25-35 years.

5.1.2 - Gender

Table no- 5.1.2 Gender of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	177	59.0	59.0	59.0
	female	123	41.0	41.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.2 Gender of the Respondents



Interpretation:

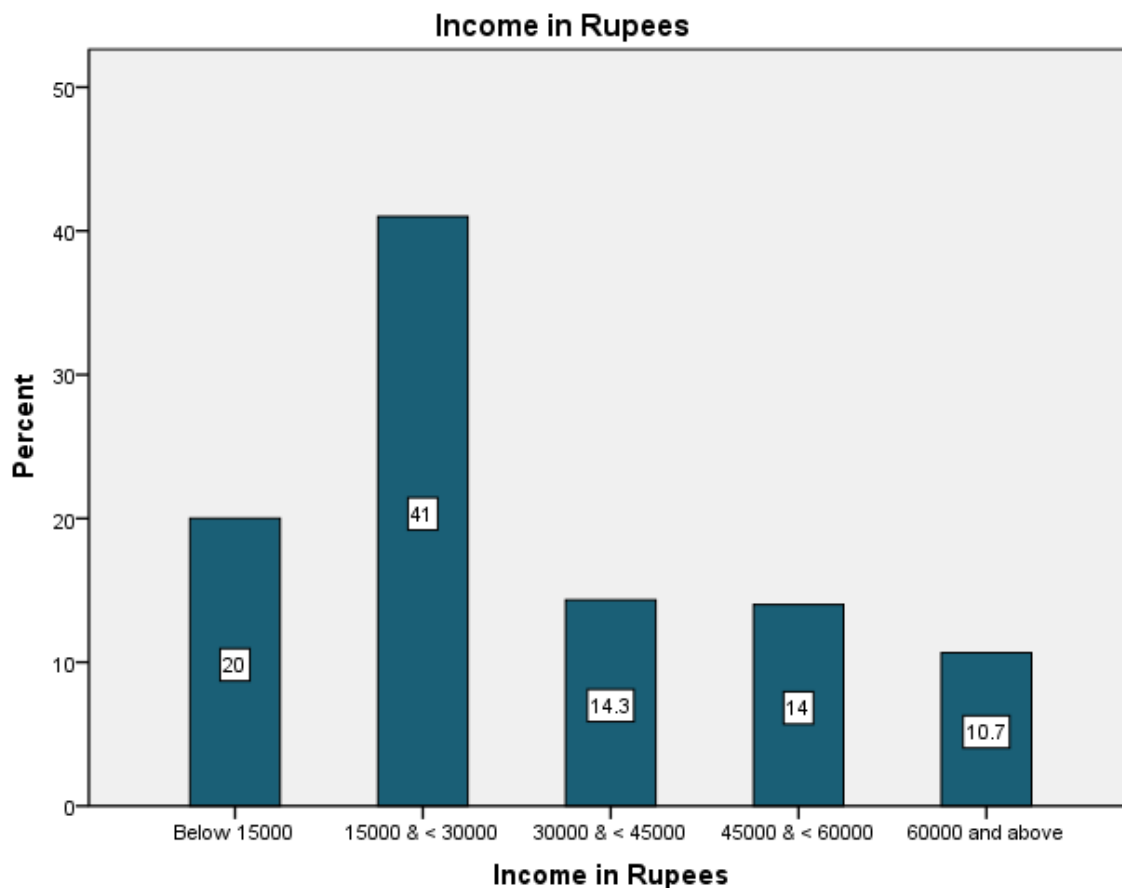
The above graph shows frequency distribution table & pie chart for variable “Gender”. 59.00% of respondents were Male and 41.00 % of respondents were female. The responses were a healthy combination of both male and female respondents.

5.1.3 - Income

Table no- 5.1.3 Income of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 15000	60	20.0	20.0	20.0
	15000 &< 30000	123	41.0	41.0	61.0
	30000 &< 45000	43	14.3	14.3	75.3
	45000 &< 60000	42	14.0	14.0	89.3
	60000 and above	32	10.7	10.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.3 Income of the Respondents



Interpretation:

The above graph shows frequency distribution table & bar chart for variable “Income in Rupees”. 20% of respondents salary was below 15000, 41% of respondents salary was between 15000 and less than 30000, 14.3% respondents salary was between 30000 and less than 45000, 14% respondents

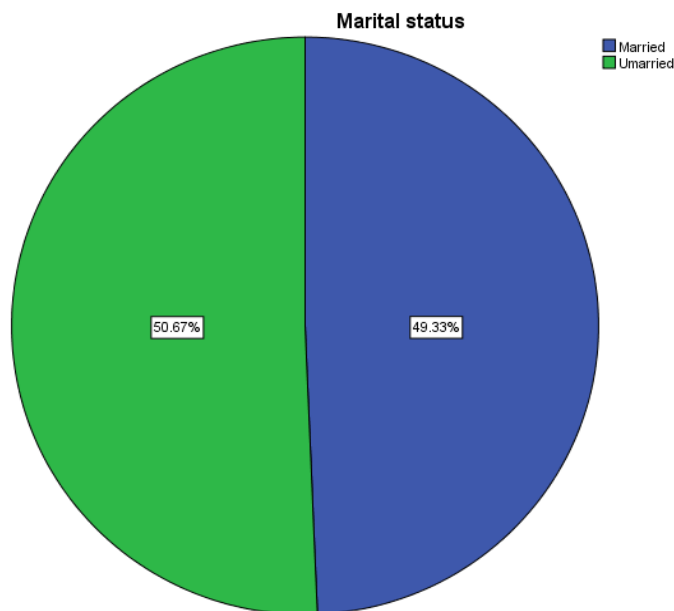
salary was between 45000 and less than 60000, 10.7% respondents salary was 60000 and above. The average salary of the respondents was between 15000 to 30000 per month.

5.1.4 - Marital status

Table no- 5.1.4 Marital status of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	148	49.3	49.3	49.3
	Unmarried	152	50.7	50.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.4 Marital status of the respondents



Interpretation:

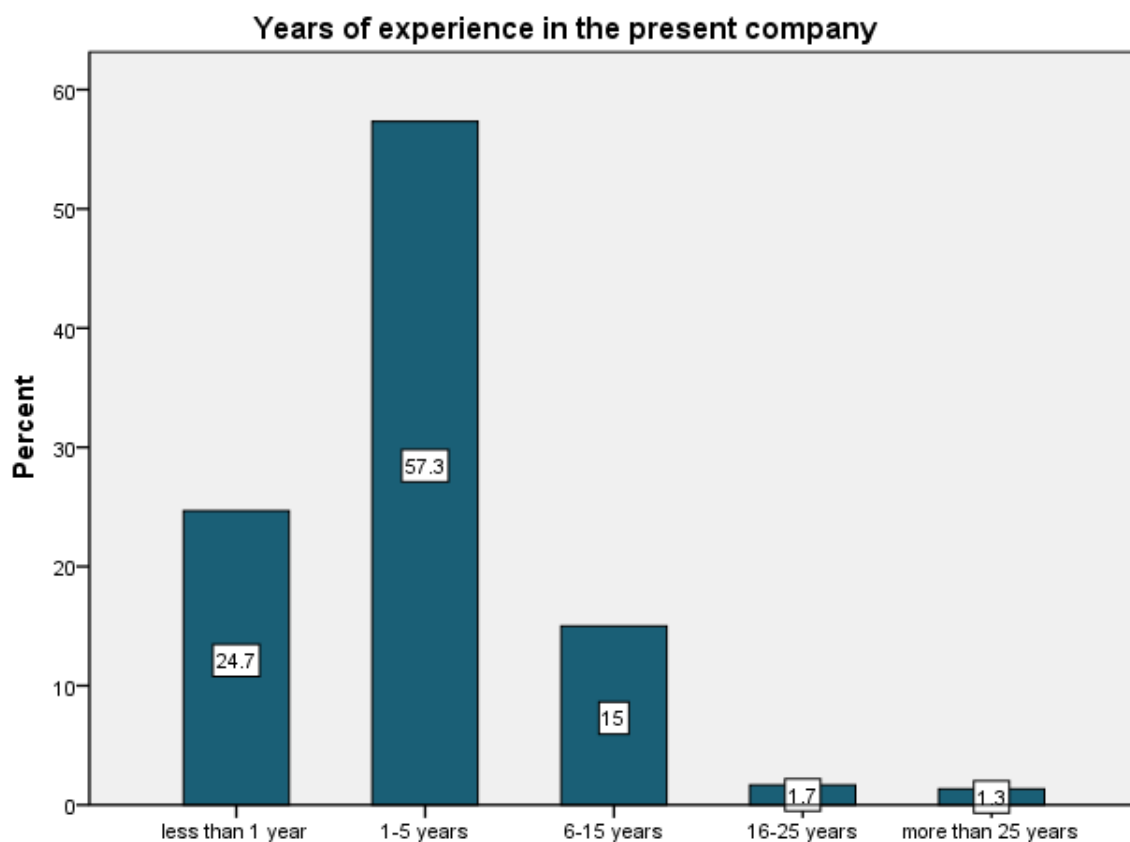
The above graph shows frequency distribution table & pie chart for variable “Marital Status”. 49.33% of respondents were married, 50.67% respondents were Unmarried. The responses were in combination of both married and unmarried.

5.1.5- Years of experience in the present company

Table no- 5.1.5 Years of experience in the present company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	74	24.7	24.7	24.7
	1-5 years	172	57.3	57.3	82.0
	6-15 years	45	15.0	15.0	97.0
	16-25 years	5	1.7	1.7	98.7
	more than 25 years	4	1.3	1.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.5 Years of experience in the present company



Interpretation:

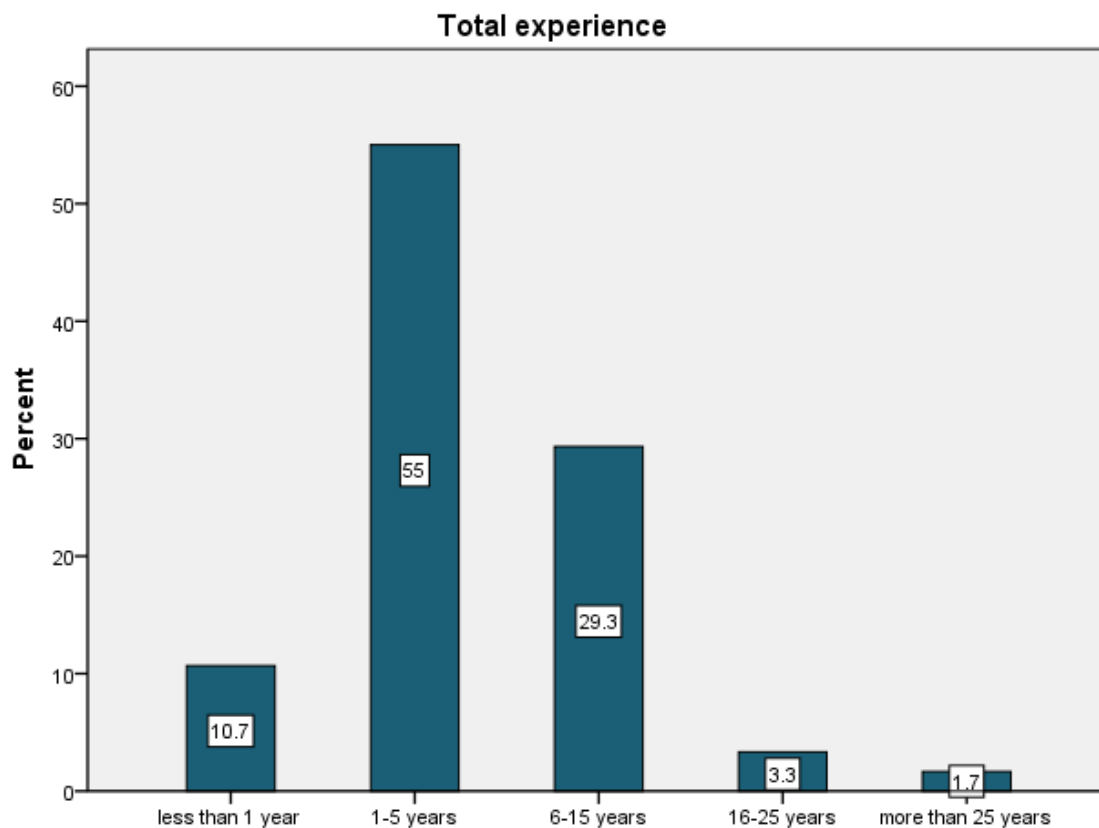
The above graph shows frequency distribution table & bar chart for variable “Years of experience in the present company”. 24.7% of respondents were having less than 1years of experience.57.3% of respondents were having experience between 1 to 5 years.15% respondents were having experience between 6 to 15 years, 1.7% respondents were having experience between 16 years to 25 years.1.3% respondents were having experience which was more than 25 years. The average experience of the respondents in the present organization was between 1 to 5 years.

5.1.6- Total Years of Experience

Table no- 5.1.5- Respondents Total Years of Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1 year	32	10.7	10.7	10.7
	1-5 years	165	55.0	55.0	65.7
	6-15 years	88	29.3	29.3	95.0
	16-25 years	10	3.3	3.3	98.3
	more than 25 years	5	1.7	1.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.6 Years of experience in the present company



Interpretation:

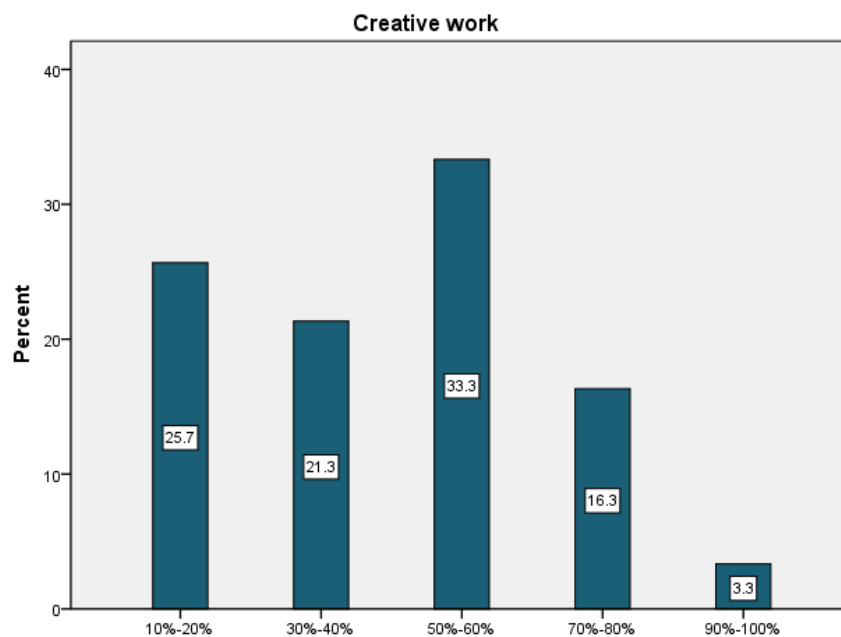
The above graph shows frequency distribution table & bar chart for variable “Total experience”. 10.7% of respondents were having less than 1years of experience.55% of respondents were having experience between 1 to 5 years.29.3% respondents were having experience between 6 to 15 years, 3.3% respondents were having experience between 16 years to 25 years.1.7% respondents were having experience which was more than 25 years. More than 50% of respondents were having total experience between 1 to 5 years.

5.1.7- Time spend at work doing Creative Job

Table : 5.1.7- Respondents response on Time spend at work doing Creative Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10%-20%	77	25.7	25.7	25.7
	30%-40%	64	21.3	21.3	47.0
	50%-60%	100	33.3	33.3	80.3
	70%-80%	49	16.3	16.3	96.7
	90%-100%	10	3.3	3.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.7 Respondents response on Time spend at work doing Creative Job



Interpretation:

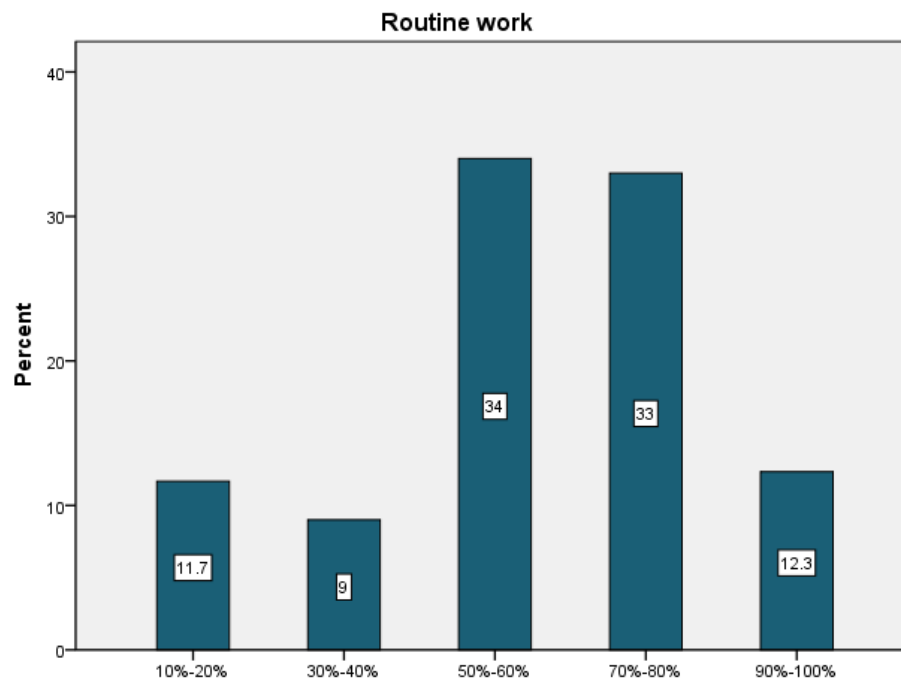
The above graph shows frequency distribution table & bar chart for variable “Creative Work”. 25.7% of respondents say they were engaged doing 10- 20% of creative work, 21.3% of respondents say that they did 30 – 40% of creative work, 33.3% respondents say that they were doing 50 – 60% of creative work, 16.3% respondents say that they were engaged in 70 – 80% of creative work, 3.3% respondents say that they were doing 90 – 100% of creative work. On average 33.3% respondents say they were engaged doing creative work.

5.1.8- Time spend at work doing Routine work

Table : 5.1.8 - Respondents response on Time spend at work doing Routine work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10%-20%	35	11.7	11.7	11.7
	30%-40%	27	9.0	9.0	20.7
	50%-60%	102	34.0	34.0	54.7
	70%-80%	99	33.0	33.0	87.7
	90%-100%	37	12.3	12.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.8 Years of experience in the present company



Interpretation:

The above graph shows frequency distribution table & bar chart for variable “Routine Work”. 11.7% of respondents say they doing 10- 20% of routine work, 9% of respondents say that they do 30 – 40% of routine work, 34% respondents said that they doing 50 – 60% of routine work, 33% respondents say that they were engaged in 70 – 80% of routine work , 12.3% respondents said that they were doing 90 – 100% of routine work. On average 34% respondents say they were engaged doing routine work.

5.1.9- What is that Management Expects from the employees.

Table: 5.1.9 - Respondents response on what is that Management Expects from the employees.

		Responses		Percent of Cases
		N	Percent	
Management expectations	Efficiency @ work	235	26.9%	78.3%
	Smart work	245	28.0%	81.7%
	Self-motivated	196	22.4%	65.3%
	Committed & Loyalty	199	22.7%	66.3%
Total		875	100.0%	291.7%

Interpretation:

The above graph 5.1.9 frequency shows multiple response data for the value “Management Expectations”. There were total 875 responses out of 26.9% said Efficiency at work is expected by the management, 28% said that the management expects Smart work, 22.4% said Self-motivated employees are expected by the management in the organization, 22.7% management expect Committed and loyal employee. Further considering the sample size of 300, 78.3% of respondents said management expects Efficiency at work, 81.7% of respondents said management expects Smart work from employees, 65.3% of respondents said management expects self-motivated employees on job, 66.3% of respondents said management expect Committed & Loyal employees

Conclusion:

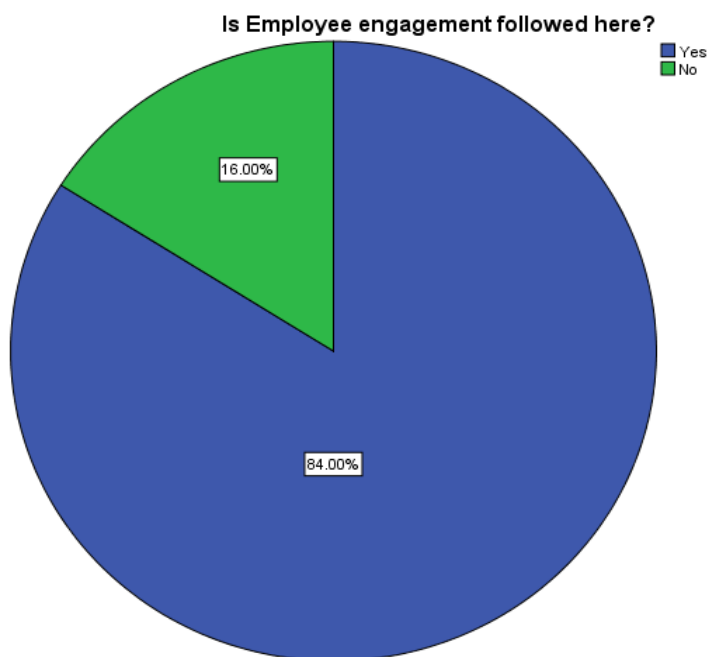
Researcher concludes that the management expects the employees to have Efficiency at work and do Smart work

5.1.10- Employee Engagement followed in the organization

Table : 5.1.10 Respondents opinion on employee engagement followed in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	252	84.0	84.0	84.0
	No	48	16.0	16.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.10 Respondents opinion on employee engagement followed in the organization



Interpretation:

The above graph shows frequency distribution table & pie chart for variable “Is Employee engagement followed”. 84.00% of respondents agreed and said that employee engagement is followed; however 16.00% disagreed saying it is not followed.

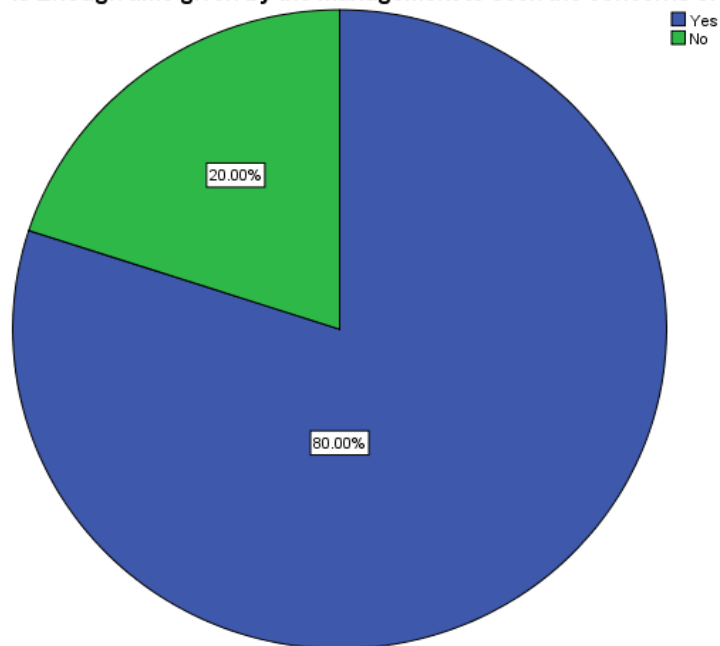
5.1.11- Management to seek the concerns of the employees

Table : Is Enough time given by the management to seek the concerns of the employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	240	80.0	80.0	80.0
	No	60	20.0	20.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.11 Is Enough time given by the management to seek the concerns of the employees

Is Enough time given by the management to seek the concerns of the employees



Interpretation:

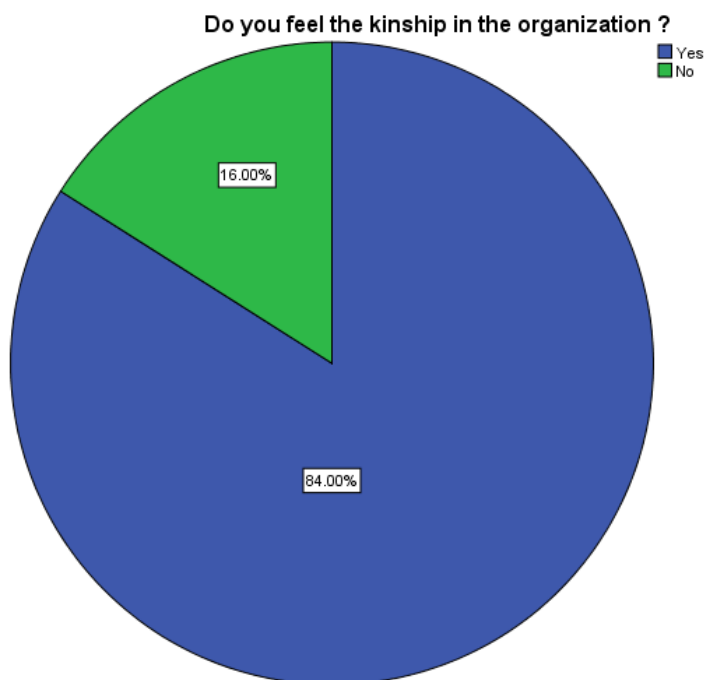
The above graph shows frequency distribution table & pie chart for variable “Is enough time given by the management to seek the concerns of the employees”. 80.00% of respondents agreed and said that yes enough time given by the management to seek the concerns of the employees; however 20.00% disagreed saying it is not done.

5.1.12 – Feeling of Kinship in the organization

Table: 5.1.12 Classification of employees who feel Kinship the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	252	84.0	84.0	84.0
	No	48	16.0	16.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.12 Classification of employees who feel Kinship the organization



Interpretation:

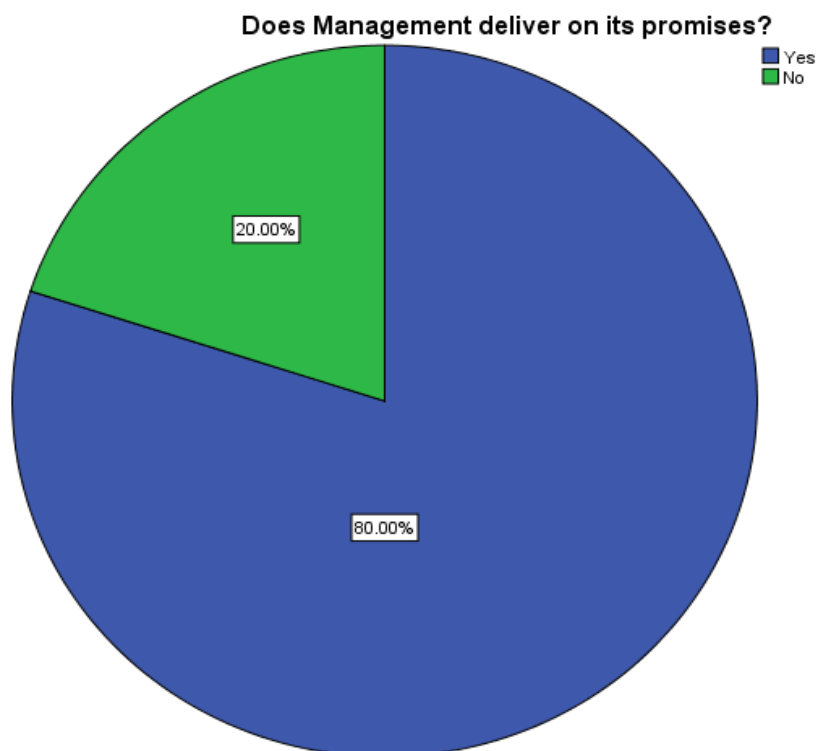
The above graph shows frequency distribution table & pie chart for variable “Do employee feel the kinship in the organization”. 84.00% of respondents are saying that they feel kinship in the organization they work for. However 16% of respondents say they don’t feel kinship in the organization.

5.1.13 – Management deliver on its promises

Table: 5.1.13 Does Management deliver on its promises

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	240	80.0	80.0	80.0
	No	60	20.0	20.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.13 Does Management deliver on its promises



Interpretation:

The above graph shows frequency distribution table & pie chart for variable “Does Management deliver on its promises”. 80.00% of respondents say that the Management delivers on its promises. However 20% of respondents disagree this statement.

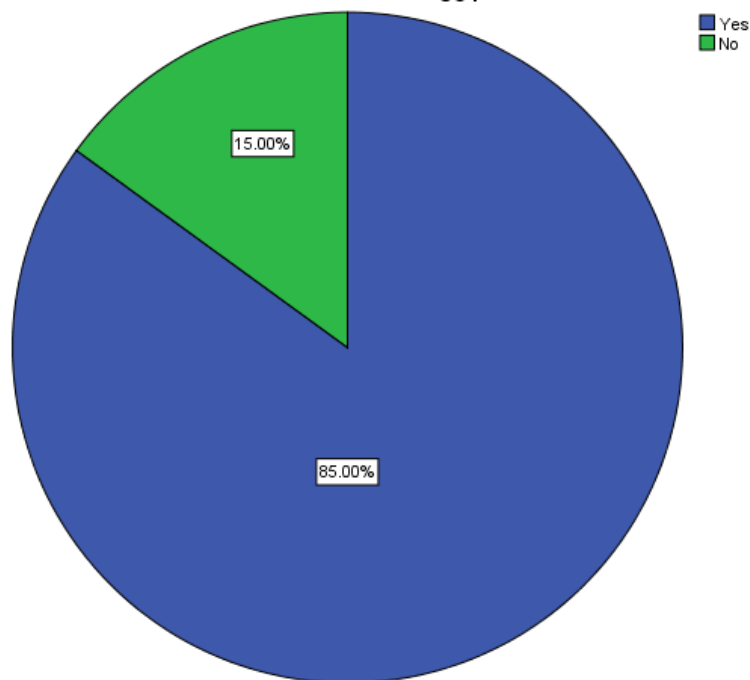
5.1.14 - Opinion of the respondents on referring the organization to friend as a great place to work.

Table: 5.1.14 Given an opportunity to refer this organization to any of your friend will you do so?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	255	85.0	85.0	85.0
	No	45	15.0	15.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.14 Given an opportunity to refer this organization to any of your friend will you do so?

Given an opportunity to refer this organization to any of your friend will you do so?



Interpretation:

The above graph shows frequency distribution table & pie chart for variable “Given an opportunity to refer this organization to any of your friend”. 85.00% of respondents say yes that they will definitely refer their friend. However 15% of respondents disagree with this statement.

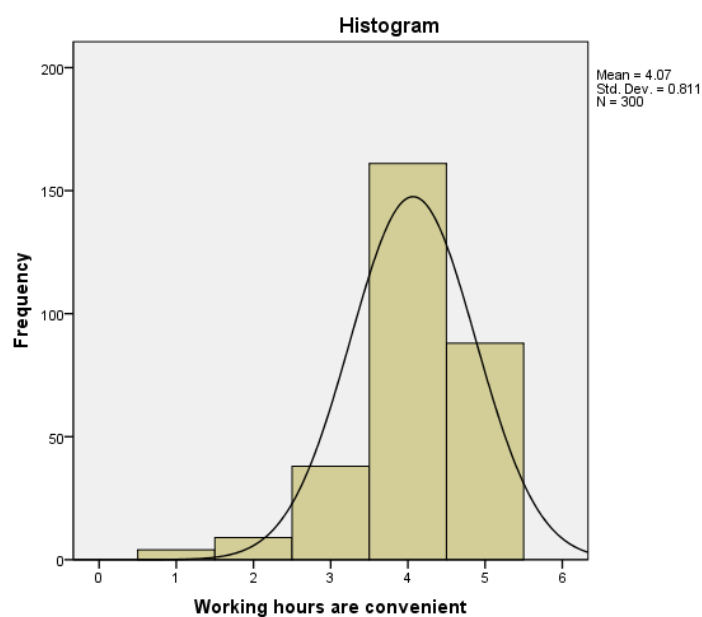
5.1.15 – Convenience of working hours

Table: 5.1.15 Respondents opinion on convenience of working hours

N	Valid	300
	Missing	0
Mean		4.07
Median		4.00
Mode		4
Std. Deviation		.811
Skewness		-1.069
Std. Error of Skewness		.141
Kurtosis		1.970
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.3	1.3	1.3
	Disagree	9	3.0	3.0	4.3
	Neither agree nor Disagree	38	12.7	12.7	17.0
	Agree	161	53.7	53.7	70.7
	Strongly agree	88	29.3	29.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.15 Respondents opinion on Convenience of working hours



Interpretation:

The above histogram shows descriptive statistics for the variable “Working hours are convenient”. Mean is 4.07, median is 4.00, mode is 4, Standard deviation is 0.811. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that the working hours are convenient. Skewness is -1.069, kurtosis is 1.970 since this value is more than 1 assumption of normality is violated.

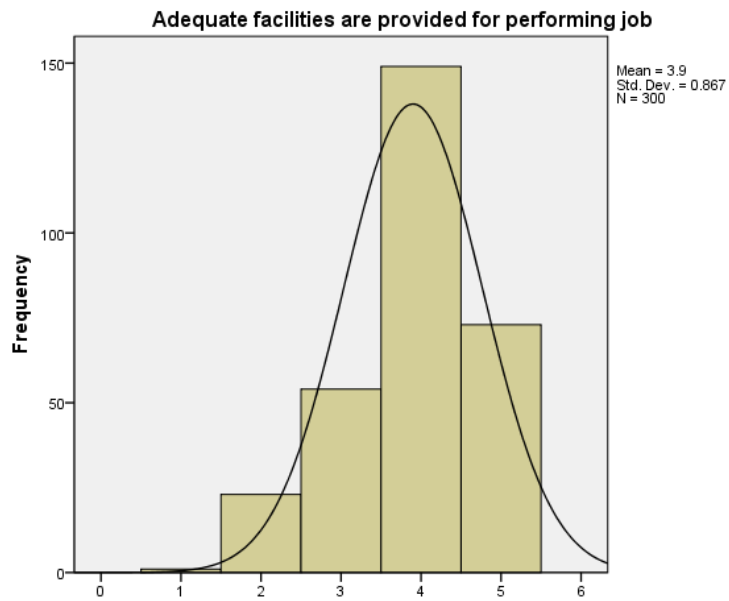
5.1.16 – Adequate facilities are provided for performing job**Table: 5.1.16 Adequate facilities are provided for performing job**

N	Valid	300
	Missing	0
Mean		3.90
Median		4.00
Mode		4
Std. Deviation		.867
Skewness		-.641
Std. Error of Skewness		.141
Kurtosis		.060
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Frequency Table**Adequate facilities are provided for performing job**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	23	7.7	7.7	8.0
	Neither agree nor Disagree	54	18.0	18.0	26.0
	Agree	149	49.7	49.7	75.7
	Strongly agree	73	24.3	24.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.16 Adequate facilities are provided for performing job



Interpretation:

The above histogram shows descriptive statistics for the variable “Adequate facilities are provided for performing job”. Mean is 3.90, median is 4.00, mode is 4, Standard deviation is 0.867. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that adequate facilities are provided for performing job. Skewness is -0.641, kurtosis is 0.60 since this value is less than 1 assumption of normality is not violated.

5.1.17 -Respondents opinion on Flexibility in schedule

Table: 5.1.17 Adequate facilities are provided for performing job

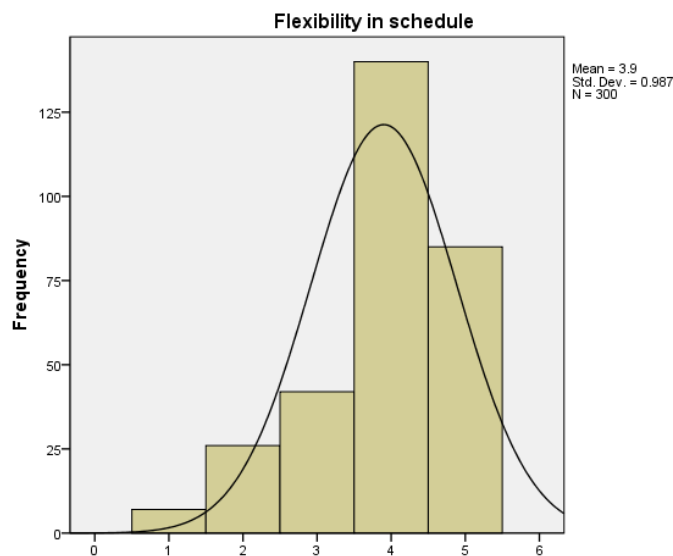
N	Valid	300
	Missing	0
Mean		3.90
Median		4.00
Mode		4
Std. Deviation		.987
Skewness		-.934
Std. Error of Skewness		.141
Kurtosis		.522
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Frequency Table

Flexibility in schedule

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.3	2.3	2.3
	Disagree	26	8.7	8.7	11.0
	Neither agree nor Disagree	42	14.0	14.0	25.0
	Agree	140	46.7	46.7	71.7
	Strongly agree	85	28.3	28.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.17 Adequate facilities are provided for performing job



Interpretation:

The above histogram shows descriptive statistics for the variable “Flexibility in schedule”. Mean is 3.90, median is 4.00, mode is 4, Standard deviation is 0.987. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that there is flexibility in schedule to carry out the work. Skewness is -0.934, kurtosis is 0.522 since this value is less than 1 assumption of normality is not violated.

5.1.18 -Friendly Place to work

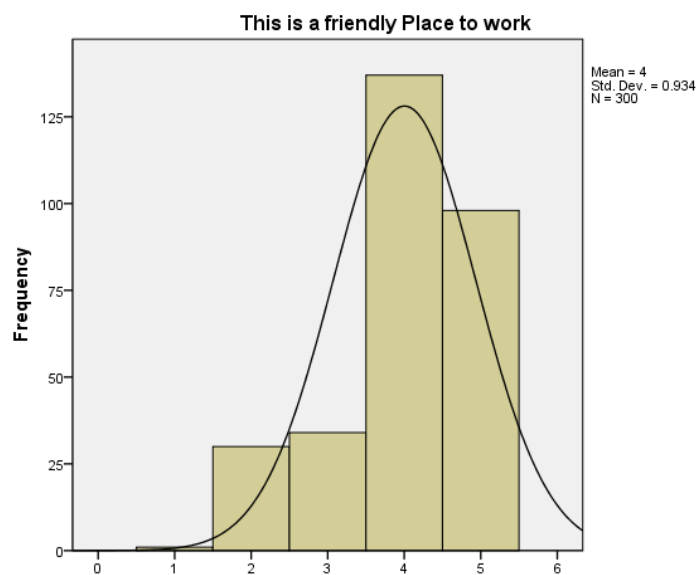
Table : 5.1.18 Respondents opinion on organization as a friendly Place to work

N	Valid	300
	Missing	0
Mean		4.00
Median		4.00
Mode		4
Std. Deviation		.934
Skewness		-.849
Std. Error of Skewness		.141
Kurtosis		.085
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Frequency Table

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.3	.3	.3
Disagree	30	10.0	10.0	10.3
Neither agree nor Disagree	34	11.3	11.3	21.7
Agree	137	45.7	45.7	67.3
Strongly agree	98	32.7	32.7	100.0
Total	300	100.0	100.0	

Figure: 5.1.18 Respondents opinion on organization as a friendly Place to work



Interpretation:

The above histogram shows descriptive statistics for the variable “This is a friendly Place to work”. Mean is 4.00, median is 4.00, mode is 4, Standard deviation is 0.934. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that it the organization they are working for is a friendly Place to work. Skewness is -0.849, kurtosis is 0.085 since this value is less than 1 assumption of normality is not violated.

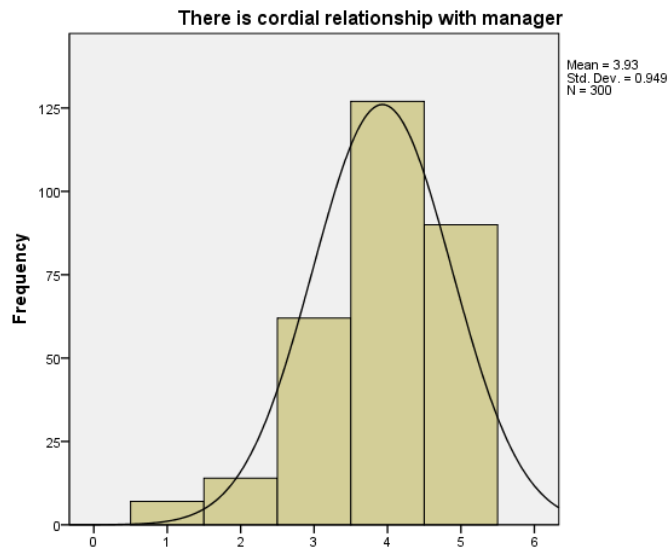
5.1.19 -There is cordial relationship with manager**Table : 5.1.19 Respondents response on is there a cordial relationship with manager in the organization**

N	Valid	300
	Missing	0
Mean		3.93
Median		4.00
Mode		4
Std. Deviation		.949
Skewness		-.851
Std. Error of Skewness		.141
Kurtosis		.642
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

There is cordial relationship with manager

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.3	2.3	2.3
	Disagree	14	4.7	4.7	7.0
	Neither agree nor Disagree	62	20.7	20.7	27.7
	Agree	127	42.3	42.3	70.0
	Strongly agree	90	30.0	30.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.19 Respondents response on is there a cordial relationship with manager in the organization



Interpretation:

The above histogram shows descriptive statistics for the variable “There is cordial relationship with manager”. Mean is 3.93, median is 4.00, mode is 4, Standard deviation is 0.949. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data so it can be therefore concluded that respondents feels that there is a cordial relationship with manager. Skewness is -0.851, kurtosis is 0.642 since this value is less than 1 assumption of normality is not violated.

5.1.20 - Employees ideas been considered for decision making

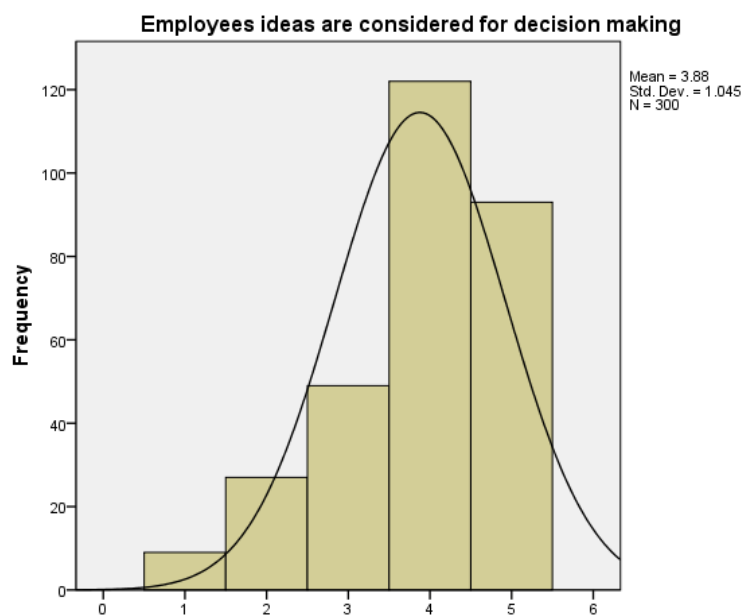
Table : 5.1.20 Respondents response on Employees ideas been considered for decision making

N	Valid	300
	Missing	0
Mean		3.88
Median		4.00
Mode		4
Std. Deviation		1.045
Skewness		-.867
Std. Error of Skewness		.141
Kurtosis		.200
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Employees ideas are considered for decision making

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	9	3.0	3.0	3.0
Disagree	27	9.0	9.0	12.0
Neither agree nor Disagree	49	16.3	16.3	28.3
Agree	122	40.7	40.7	69.0
Strongly agree	93	31.0	31.0	100.0
Total	300	100.0	100.0	

Figure : 5.1.20 Respondents response on Employees ideas been considered for decision making

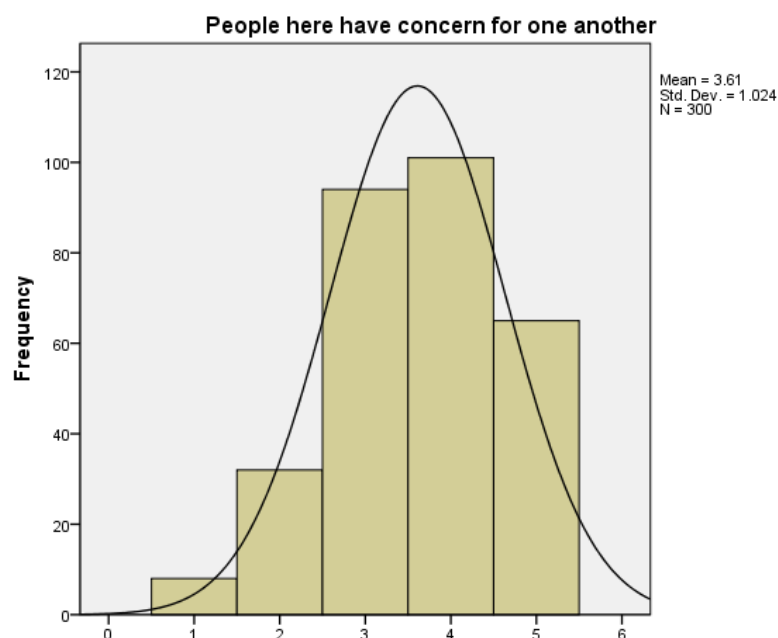


Interpretation:

The above histogram shows descriptive statistics for the variable “Employees ideas are considered for decision making”. Mean is 3.88, median is 4.00, mode is 4, Standard deviation is 1.045. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that there ideas are considered for decision making. Skewness is -0.867, kurtosis is 0.200 since this value is less than 1 assumption of normality is not violated.

5.1.21 - People here have concern for one another**Table : 5.1.21 Classification of the Respondents response on People here has concern for one another**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	2.7	2.7	2.7
	Disagree	32	10.7	10.7	13.3
	Neither agree nor Disagree	94	31.3	31.3	44.7
	Agree	101	33.7	33.7	78.3
	Strongly agree	65	21.7	21.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.21 Classification of the Respondents response on People here has concern for one another**Interpretation:**

The above histogram shows descriptive statistics for the variable “People here have concern for one another”. Mean is 3.61, median is 4.00, mode is 4, Standard deviation is 1.024. Since Standard deviation is less than 1/3

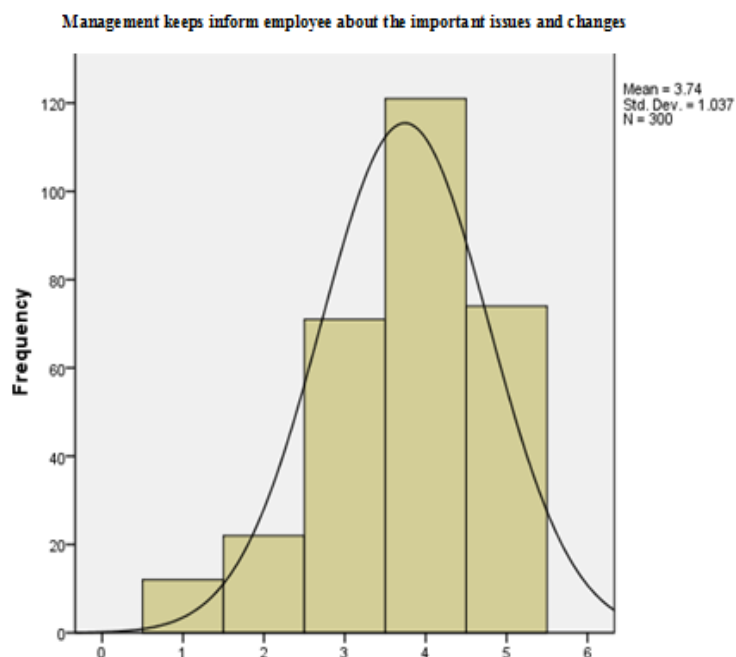
of mean. Mean is the representation of entire data we can therefore conclude that respondent's feels that the people have concern for one another in the organization. Skewness is -0.366, kurtosis is -0.408 since this value is less than 1 assumption of normality is not violated.

5.1.22 - Management keeps informed the employee about the important issues and changes.

Table : 5.1.22 Classification of the Respondents response on Management keeps informed the employee about the important issues and changes.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	4.0	4.0	4.0
	Disagree	22	7.3	7.3	11.3
	Neither agree nor Disagree	71	23.7	23.7	35.0
	Agree	121	40.3	40.3	75.3
	Strongly agree	74	24.7	24.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.22 Classification of the Respondents response on Management keeps informed the employee about the important issues and changes.



Interpretation:

The above histogram shows descriptive statistics for the variable “Management keeps informed the employee about the important issues and changes”. Mean is 3.74, median is 4.00, mode is 4, Standard deviation is 1.024. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore

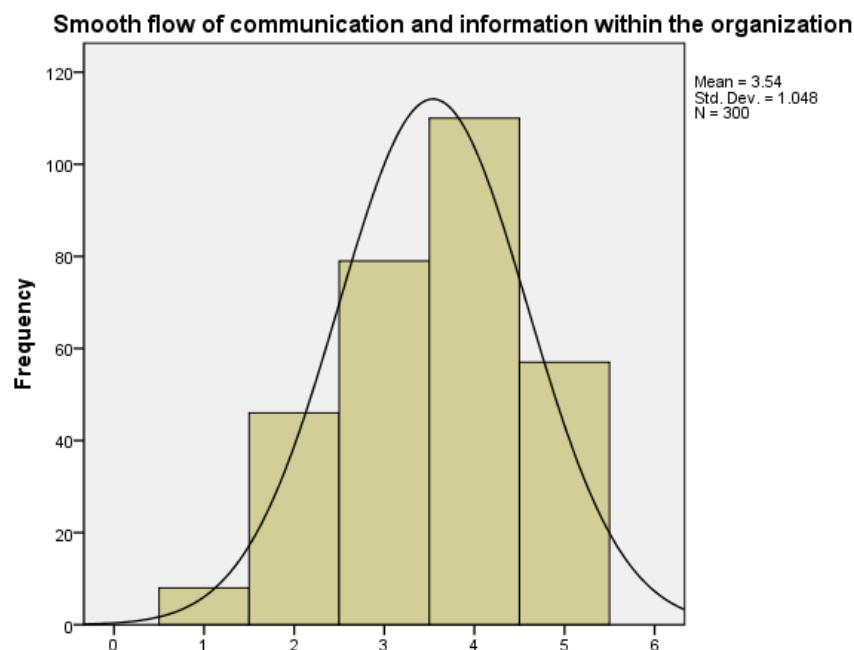
conclude that respondents feels that the working hours are convenient. Skewness is -0.739, kurtosis is 0.191 since this value is less than 1 assumption of normality is not violated.

5.1.23 - Smooth flow of communication and information within the organization

Table : 5.1.23 Classification of the Respondents response on Smooth flow of communication and information within the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	2.7	2.7	2.7
	Disagree	46	15.3	15.3	18.0
	Neither agree nor Disagree	79	26.3	26.3	44.3
	Agree	110	36.7	36.7	81.0
	Strongly agree	57	19.0	19.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.23 Smooth flow of communication and information within the organization



Interpretation:

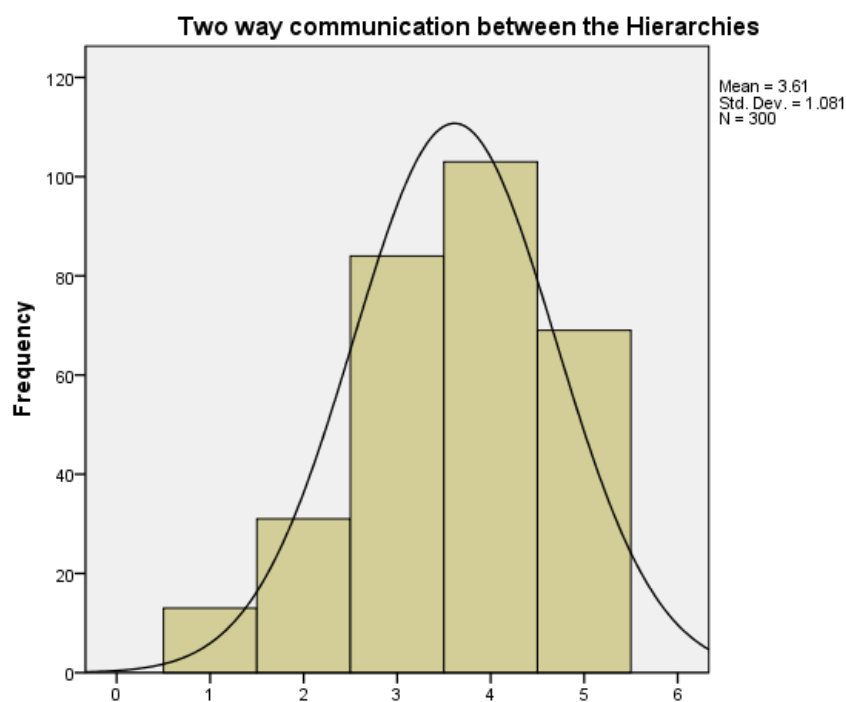
The above histogram shows descriptive statistics for the variable “Smooth flow of communication and information within the organization”. Mean is 3.54, median is 4.00, mode is 4, Standard deviation is 1.048. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that there is a Smooth flow of communication and information within the organization. Skewness is -0.361, kurtosis is -0.593 since this value is less than 1 assumption of normality is not violated

5.1.24 - Two way communication between the Hierarchies

Table : 5.1.24 Classification of the Respondents response on Two way communication between the Hierarchies

Two way communication between the Hierarchies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	13	4.3	4.3	4.3
	Disagree	31	10.3	10.3	14.7
	Neither agree nor Disagree	84	28.0	28.0	42.7
	Agree	103	34.3	34.3	77.0
	Strongly agree	69	23.0	23.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.24 Two way communication between the Hierarchies



Interpretation:

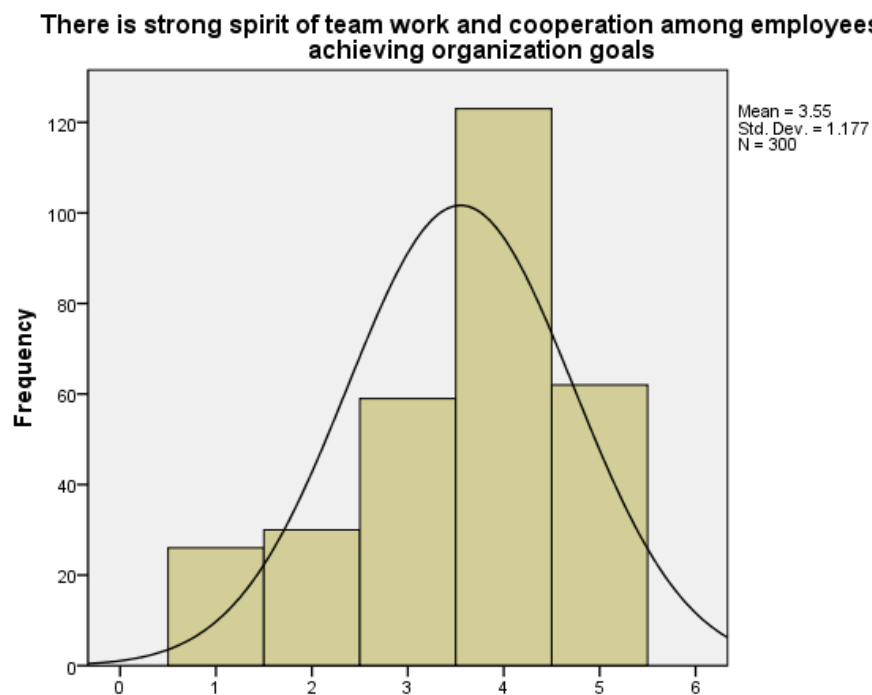
The above histogram shows descriptive statistics for the variable “Two way communication between the Hierarchies”. Mean is 3.61, median is 4.00, mode is 4, Standard deviation is 1.081. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that there is two way communication between the Hierarchies. Skewness is -0.511, kurtosis is -0.313 since this value is less than 1 assumption of normality is not violated

5.1.25 - There is strong spirit of team work and cooperation among employees for achieving organization goals

Table : 5.1.25 Respondents response on strong spirit of team work and cooperation among employees for achieving organization goals

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	26	8.7	8.7	8.7
Disagree	30	10.0	10.0	18.7
Neither agree nor Disagree	59	19.7	19.7	38.3
Agree	123	41.0	41.0	79.3
Strongly agree	62	20.7	20.7	100.0
Total	300	100.0	100.0	

Figure: 5.1.25 There is strong spirit of team work and cooperation among employees for achieving organization goals



Interpretation:

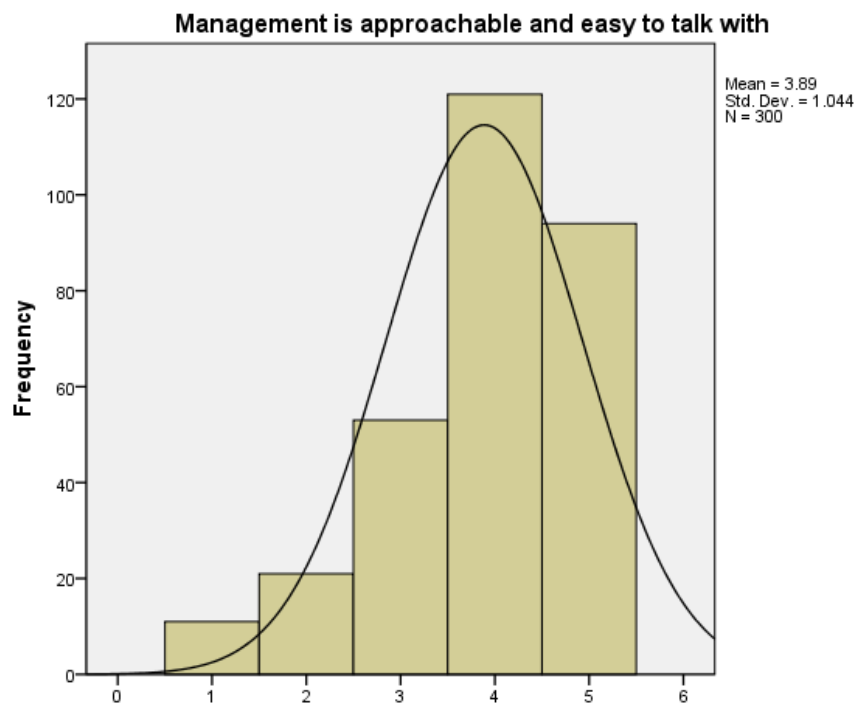
The above histogram shows descriptive statistics for the variable “There is strong spirit of team work and cooperation among employees for achieving organization goals”. Mean is 3.55, median is 4.00, mode is 4, Standard deviation is 1.177. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that there is strong spirit of team work and cooperation among employees for achieving organization goals. Skewness is -0.728, kurtosis is -0.262 since this value is less than 1 assumption of normality is not violated

5.1.26 - Management is approachable and easy to talk with

Table : 5.1.26 Classification of Respondents response on Managements approachability

Management is approachable and easy to talk with		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	3.7	3.7	3.7
	Disagree	21	7.0	7.0	10.7
	Neither agree nor Disagree	53	17.7	17.7	28.3
	Agree	121	40.3	40.3	68.7
	Strongly agree	94	31.3	31.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.26 Management is approachable and easy to talk with



Interpretation:

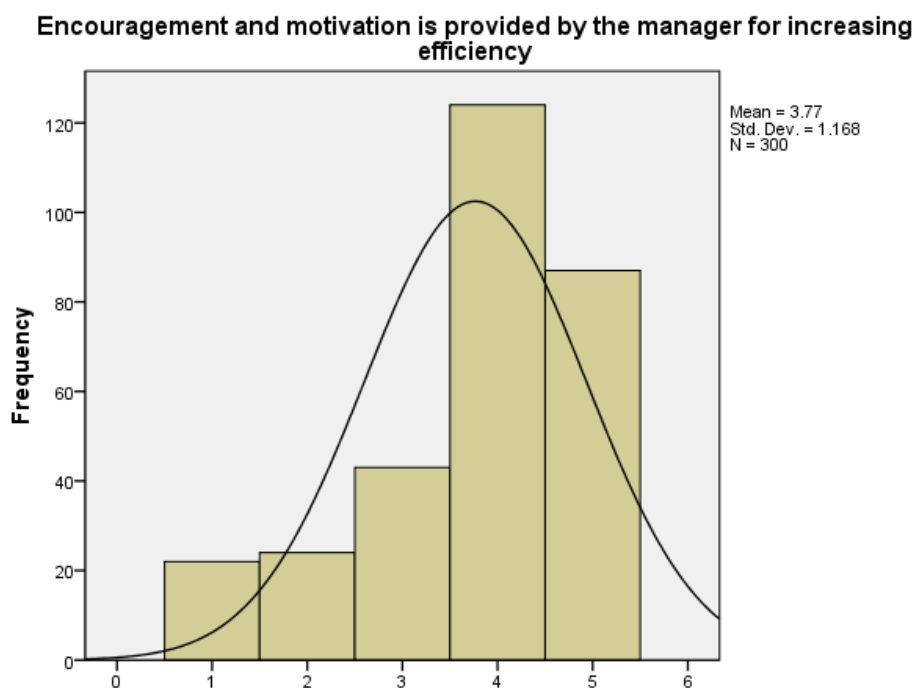
The above histogram shows descriptive statistics for the variable “Management is approachable and easy to talk with”. Mean is 3.89, median is 4.00, mode is 4, Standard deviation is 1.044. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that the management is approachable and easy to talk with. Skewness is -0.924, kurtosis is 0.431 since this value is less than 1 assumption of normality is not violated.

5.1.27 - Encouragement and motivation is provided by the manager for increasing efficiency

Table : 5.1.27 Classification of Respondents response on Encouragement and motivation provided by the manager for increasing efficiency.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	22	7.3	7.3	7.3
Disagree	24	8.0	8.0	15.3
Neither agree nor Disagree	43	14.3	14.3	29.7
Agree	124	41.3	41.3	71.0
Strongly agree	87	29.0	29.0	100.0
Total	300	100.0	100.0	

Figure: 5.1.27 : Encouragement and motivation is provided by the manager for increasing efficiency



Interpretation:

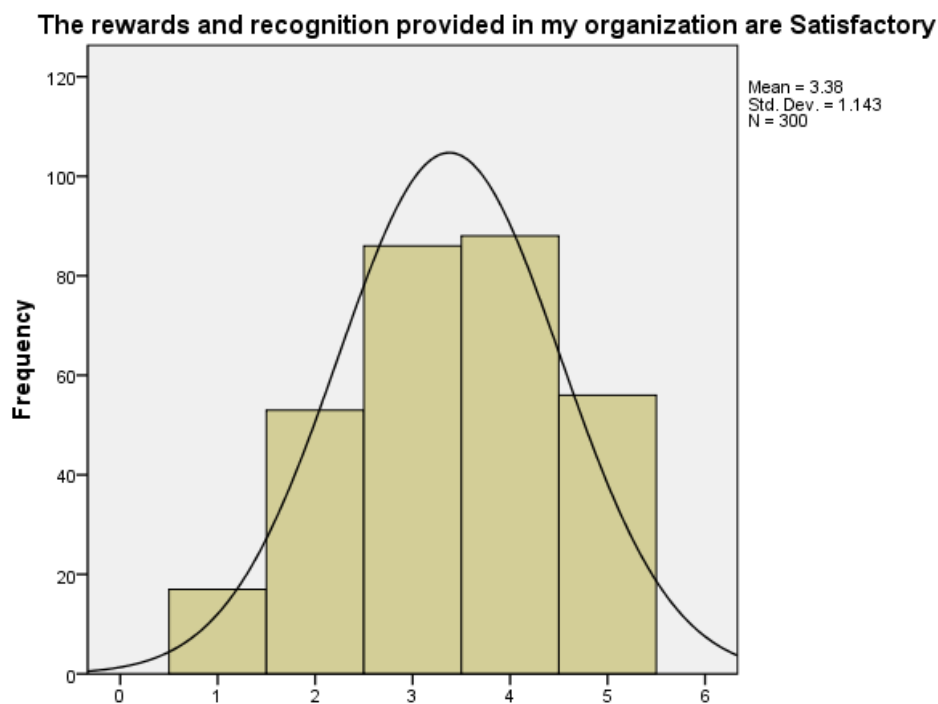
The above histogram shows descriptive statistics for the variable “Encouragement and motivation is provided by the manager for increasing efficiency”. Mean is 3.77, median is 4.00, mode is 4, Standard deviation is 1.168. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that there is enough Encouragement and motivation been provided by the manager for increasing efficiency. Skewness is -0.958, kurtosis is 0.162 since this value is less than 1 assumption of normality is not violated

5.1.28 - The rewards and recognition provided in my organization are Satisfactory

Table : 5.1.28 Classification of Respondents response on rewards and recognition provided by the organization are Satisfactory

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	5.7	5.7	5.7
	Disagree	53	17.7	17.7	23.3
	Neither agree nor Disagree	86	28.7	28.7	52.0
	Agree	88	29.3	29.3	81.3
	Strongly agree	56	18.7	18.7	100.0
	Total	300	100.0	100.0	

Figure : 5.1.28 The rewards and recognition provided in my organization are Satisfactory



Interpretation:

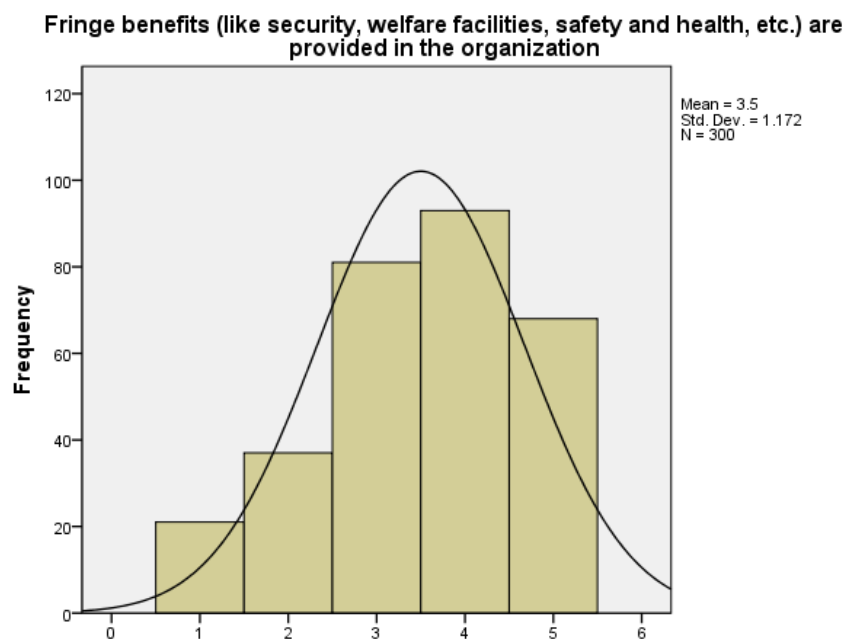
The above histogram shows descriptive statistics for the variable “The rewards and recognition provided in my organization are Satisfactory”. Mean is 3.38, median is 3.00, mode is 4, Standard deviation is 1.143. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that the rewards and recognition provided in the organization are Satisfactory. Skewness is -0.249, kurtosis is -0.756 since this value is less than 1 assumption of normality is not violated.

5.1.29 - Fringe benefits (like security, welfare facilities, safety and health, etc.) are provided in the organization

Table : 5.1.29 Classification of Respondents response on Fringe benefits provided by the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	21	7.0	7.0	7.0
Disagree	37	12.3	12.3	19.3
Neither agree nor Disagree	81	27.0	27.0	46.3
Agree	93	31.0	31.0	77.3
Strongly agree	68	22.7	22.7	100.0
Total	300	100.0	100.0	

Figure : 5.1.29 Fringe benefits (like security, welfare facilities, safety and health, etc.) are provided in the organization



Interpretation:

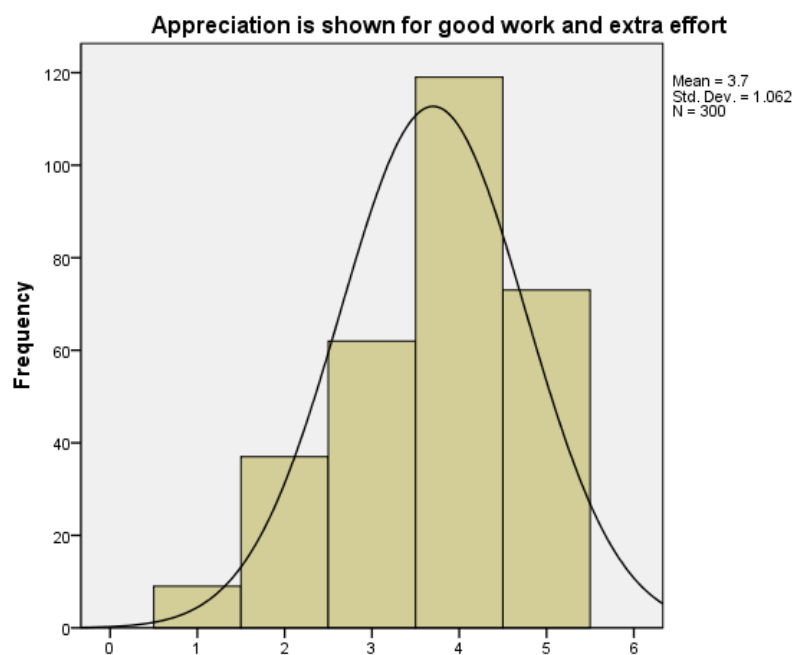
The above histogram shows descriptive statistics for the variable “Fringe benefits (like security, welfare facilities, safety and health, etc.) are provided in the organization”. Mean is 3.50, median is 4.00, mode is 4, Standard deviation is 1.172 Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that the Fringe benefits (like security, welfare facilities, safety and health, etc.) are provided in the organization. Skewness is -0.464, kurtosis is -0.569 since this value is less than 1 assumption of normality is not violated.

5.1.30 - Appreciation is shown for good work and extra effort

Table : 5.1.30 Classification of Respondents response on appreciation shown by the management for good work and extra

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	3.0	3.0	3.0
	Disagree	37	12.3	12.3	15.3
	Neither agree nor Disagree	62	20.7	20.7	36.0
	Agree	119	39.7	39.7	75.7
	Strongly agree	73	24.3	24.3	100.0
	Total	300	100.0	100.0	

Figure : 5.1.30 Appreciation is shown for good work and extra effort



Interpretation:

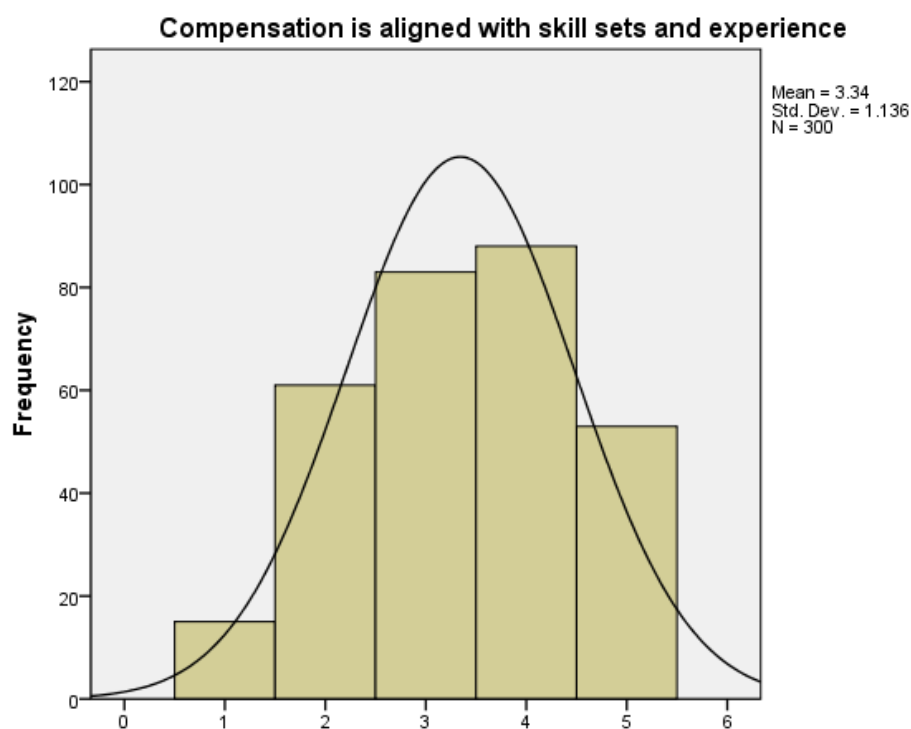
The above histogram shows descriptive statistics for the variable “Appreciation is shown for good work and extra effort”. Mean is 3.70, median is 4.00, mode is 4, Standard deviation is 1.062 .Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that the management shows appreciation for good work and extra effort. Skewness is -0.609, kurtosis is -0.313 since this value is less than 1 assumption of normality is not violated.

5.1.31 - Compensation is aligned with skill sets and experience

Table : 5.1.31 Classification of Respondents response on Compensation which is aligned with skill sets and experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	5.0	5.0	5.0
	Disagree	61	20.3	20.3	25.3
	Neither agree nor Disagree	83	27.7	27.7	53.0
	Agree	88	29.3	29.3	82.3
	Strongly agree	53	17.7	17.7	100.0
	Total	300	100.0	100.0	

Figure : 5.1.31 Compensation is aligned with skill sets and experience



Interpretation:

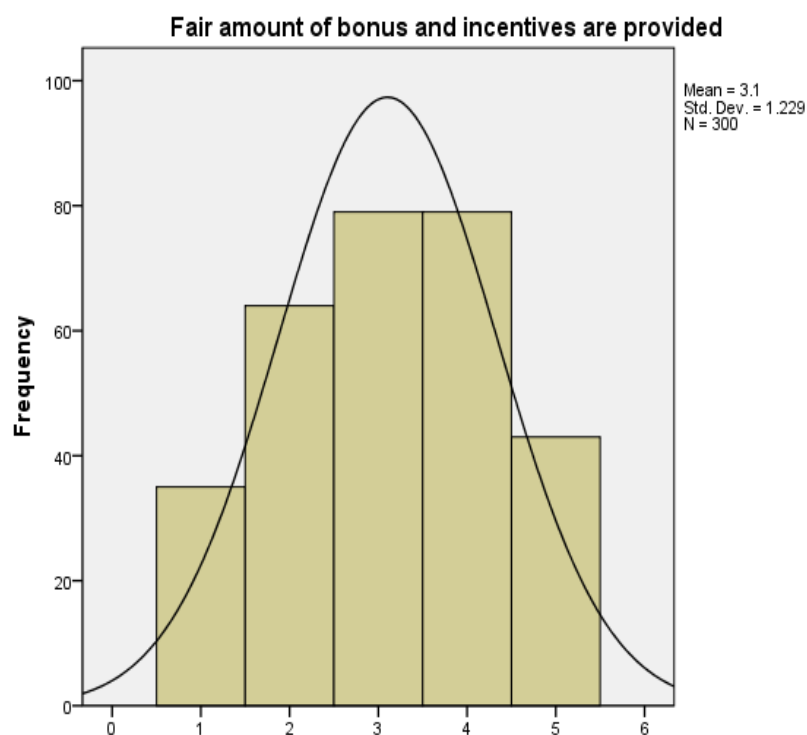
The above histogram shows descriptive statistics for the variable “Compensation is aligned with skill sets and experience”. Mean is 3.34, median is 3.00, mode is 4, Standard deviation is 1.136. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that Compensation is aligned with skill sets and experience. Skewness is -0.180, kurtosis is -0.840 since this value is less than 1, the assumption of normality is not violated.

5.1.32 - Fair amount of bonus and incentives are provided

Table : 5.1.32 Classification of Respondents response on Fair amount of bonus and incentives are provided by organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	35	11.7	11.7	11.7
	Disagree	64	21.3	21.3	33.0
	Neither agree nor Disagree	79	26.3	26.3	59.3
	Agree	79	26.3	26.3	85.7
	Strongly agree	43	14.3	14.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.32 - Fair amount of bonus and incentives are provided



Interpretation:

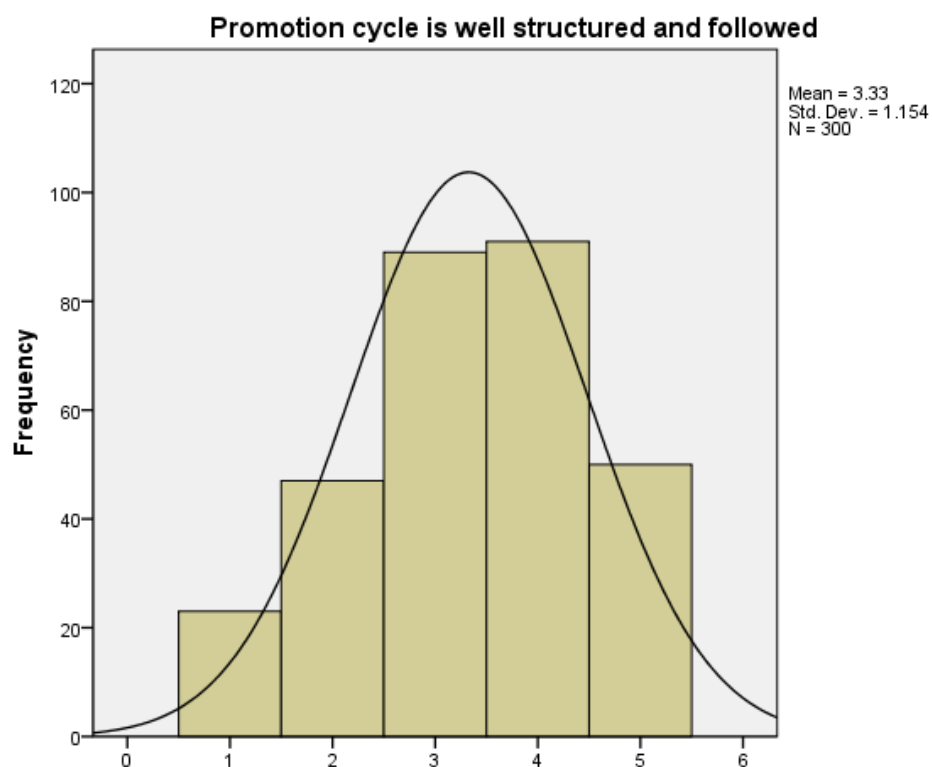
The above histogram shows descriptive statistics for the variable “Fair amount of bonus and incentives are provided”. Mean is 3.10, median is 3.00, mode is 3, Standard deviation is 1.229. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that Fair amount of bonus and incentives are provided by the organization which are as per industrial standards. Skewness is -0.111, kurtosis is -0.957. Since this value is less than 1 assumption of normality is not violated.

5.1.33 - Promotion cycle is well structured and followed

Table : 5.1.33 Classification of Respondents response on Promotion cycle is well structured and followed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	7.7	7.7	7.7
	Disagree	47	15.7	15.7	23.3
	Neither agree nor Disagree	89	29.7	29.7	53.0
	Agree	91	30.3	30.3	83.3
	Strongly agree	50	16.7	16.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.33 - Promotion cycle is well structured and followed



Interpretation:

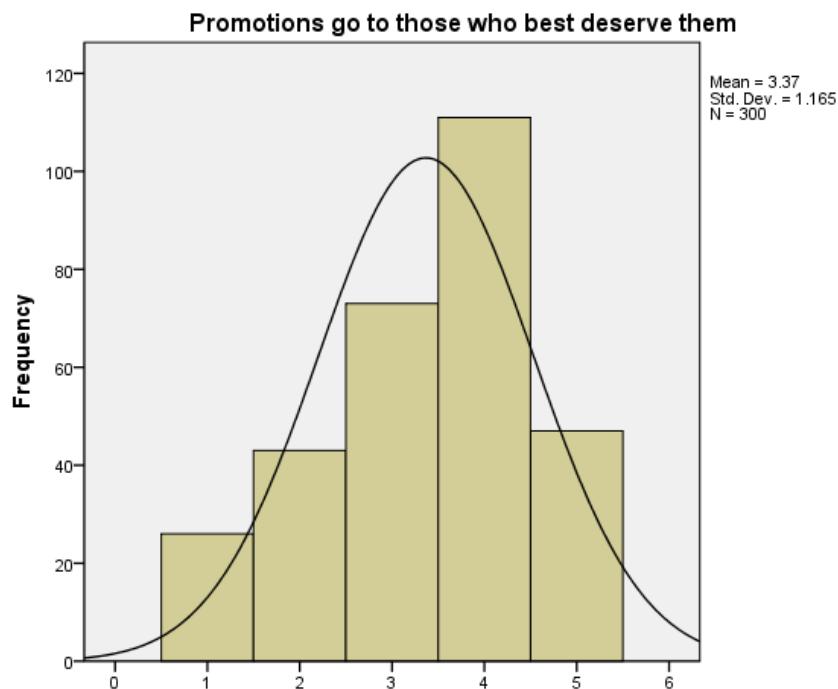
The above histogram shows descriptive statistics for the variable “Promotion cycle is well structured and followed”. Mean is 3.33, median is 3.00, mode is 4, Standard deviation is 1.154. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that Promotion cycle is well structured and followed. Skewness is -0.308, kurtosis is -0.659. Since this value is less than 1 assumption of normality is not violated.

5.1.34 - Promotions go to those who best deserve them

Table : 5.1.34 Classification of Respondents response on Promotions given to those who best deserve them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	8.7	8.7	8.7
	Disagree	43	14.3	14.3	23.0
	Neither agree nor Disagree	73	24.3	24.3	47.3
	Agree	111	37.0	37.0	84.3
	Strongly agree	47	15.7	15.7	100.0
	Total	300	100.0	100.0	

Figure 5.1.34 - Promotions go to those who best deserve them



Interpretation:

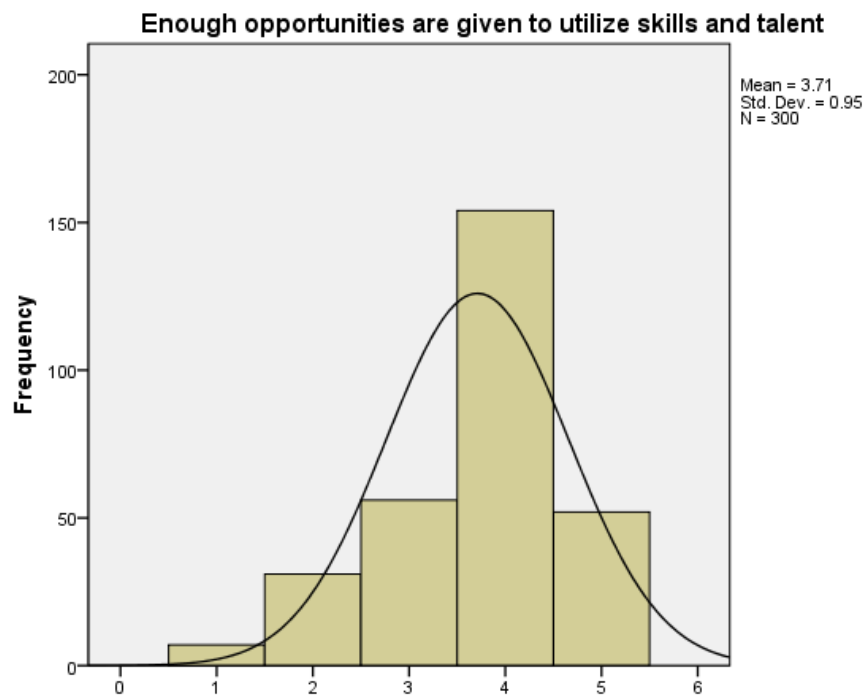
The above histogram shows descriptive statistics for the variable “Promotions go to those who best deserve them”. Mean is 3.37, median is 4.00, mode is 4, Standard deviation is 1.165. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that Promotions go to those who best deserve them. Skewness is -0.479, kurtosis is -0.585. Since this value is less than 1 assumption of normality is not violated.

5.1.35 - Enough opportunities are given to utilize skills and talent

Table : 5.1.35 Classification of Respondents response on opportunities given to employees to utilize skills and talent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	2.3	2.3	2.3
	Disagree	31	10.3	10.3	12.7
	Neither agree nor Disagree	56	18.7	18.7	31.3
	Agree	154	51.3	51.3	82.7
	Strongly agree	52	17.3	17.3	100.0
	Total	300	100.0	100.0	

Figure 5.1.35 - Enough opportunities are given to utilize skills and talent



Interpretation:

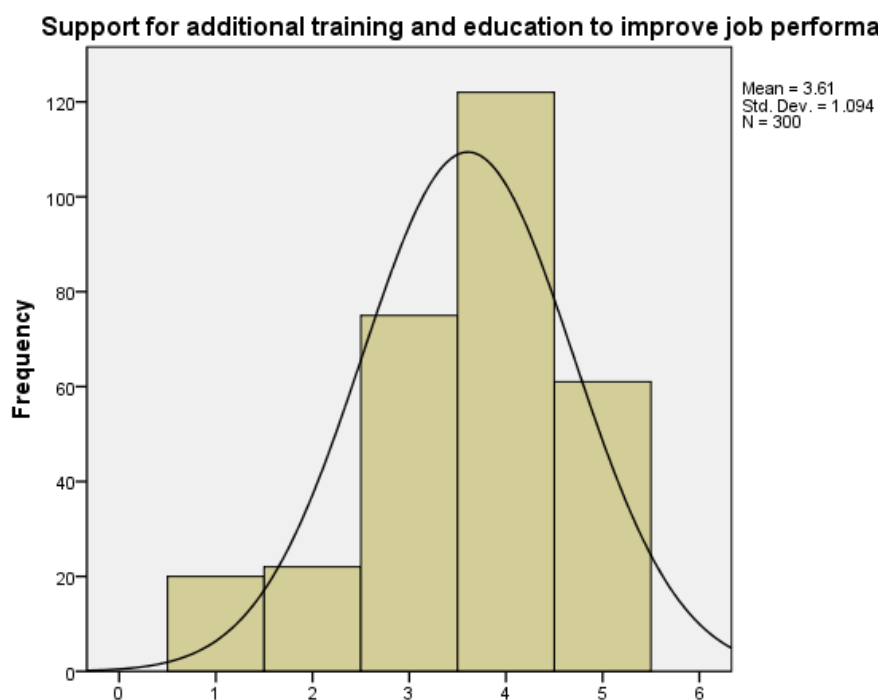
The above histogram shows descriptive statistics for the variable “Enough opportunities are given to utilize skills and talent”. Mean is 3.71, median is 4.00, mode is 4, Standard deviation is 0.950. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that enough opportunities are given to utilize skills and talent. Skewness is -0.782, kurtosis is -0.331. Since this value is less than 1 assumption of normality is not violated

5.1.36 - Support for additional training and education to improve job performance

Table : 5.1.36 Classification of Respondents response on support given by the management for additional training and education to improve job performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	6.7	6.7	6.7
	Disagree	22	7.3	7.3	14.0
	Neither agree nor Disagree	75	25.0	25.0	39.0
	Agree	122	40.7	40.7	79.7
	Strongly agree	61	20.3	20.3	100.0
	Total	300	100.0	100.0	

Figure 5.1.36 - Support for additional training and education to improve job performance



Interpretation:

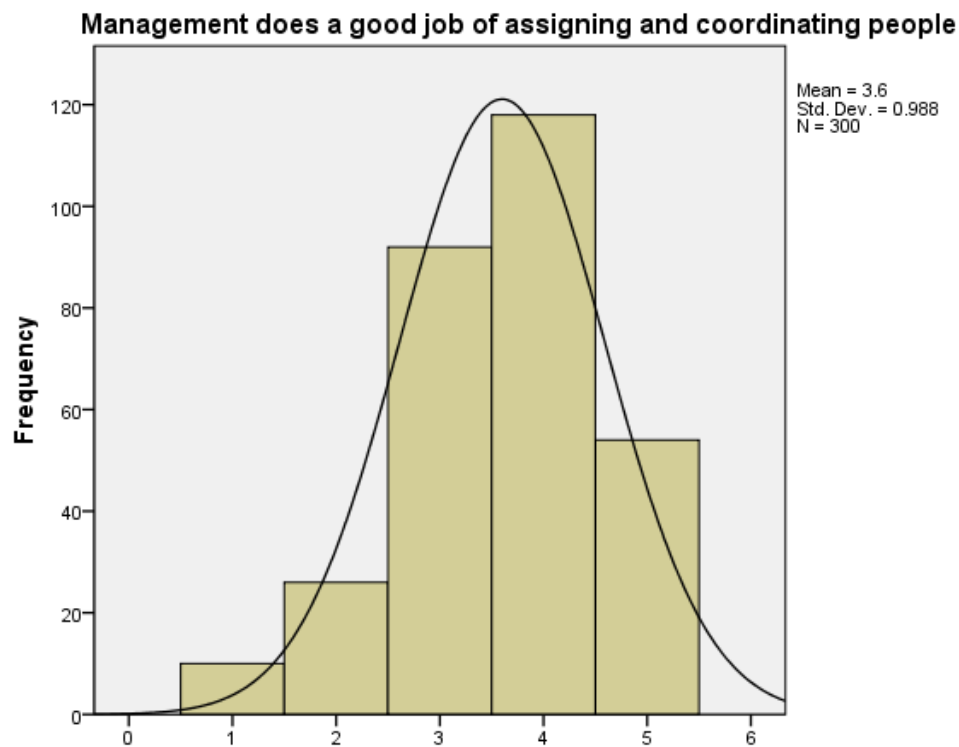
The above histogram shows descriptive statistics for the variable “Support for additional training and education to improve job performance”. Mean is 3.61, median is 4.00, mode is 4, Standard deviation is 1.094. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that Support for additional training and education to improve job performance is given by the management. Skewness is -0.746, kurtosis is 0.102. Since this value is less than 1 assumption of normality is not violated.

5.1.37 - Management does a good job of assigning and coordinating people

Table : 5.1.37 Classification of Respondents response on assigning work and coordination done by the management.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	3.3	3.3	3.3
	Disagree	26	8.7	8.7	12.0
	Neither agree nor Disagree	92	30.7	30.7	42.7
	Agree	118	39.3	39.3	82.0
	Strongly agree	54	18.0	18.0	100.0
	Total	300	100.0	100.0	

Figure 5.1.37 - Management does a good job of assigning and coordinating people



Interpretation:

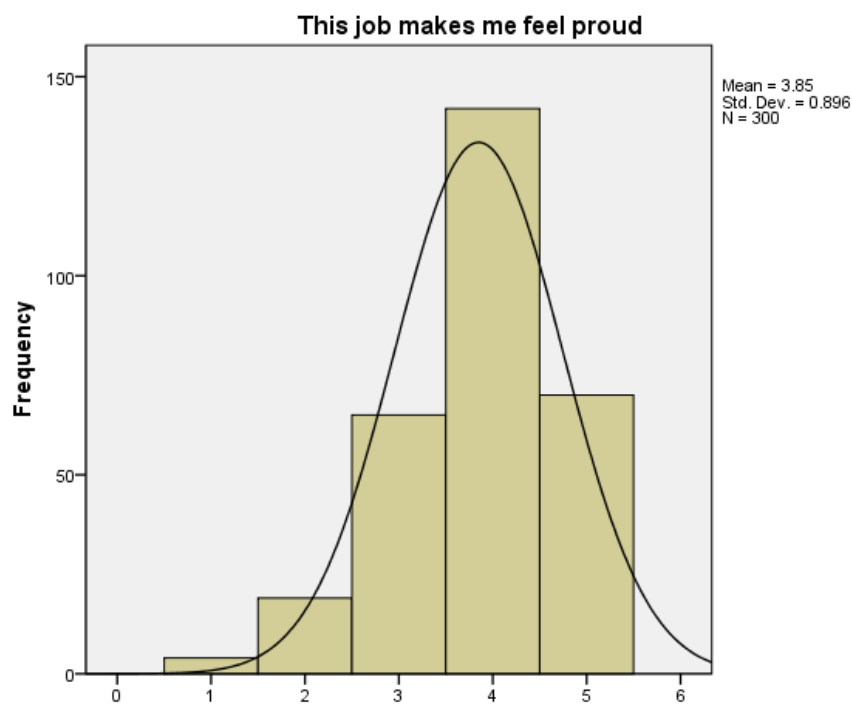
The above histogram shows descriptive statistics for the variable “Management does a good job of assigning and coordinating people”. Mean is 3.60, median is 4.00, mode is 4, Standard deviation is 0.988. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that the Management does a good job of assigning and coordinating people. Skewness is -0.511, kurtosis is 0.010. Since this value is less than 1 assumption of normality is not violated.

5.1.38 - This job makes me feel proud

Table : 5.1.38 Classification of Respondents response on feeling proud by doing ajob

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.3	1.3	1.3
	Disagree	19	6.3	6.3	7.7
	Neither agree nor Disagree	65	21.7	21.7	29.3
	Agree	142	47.3	47.3	76.7
	Strongly agree	70	23.3	23.3	100.0
	Total	300	100.0	100.0	

Figure 5.1.38 - This job makes me feel proud



Interpretation:

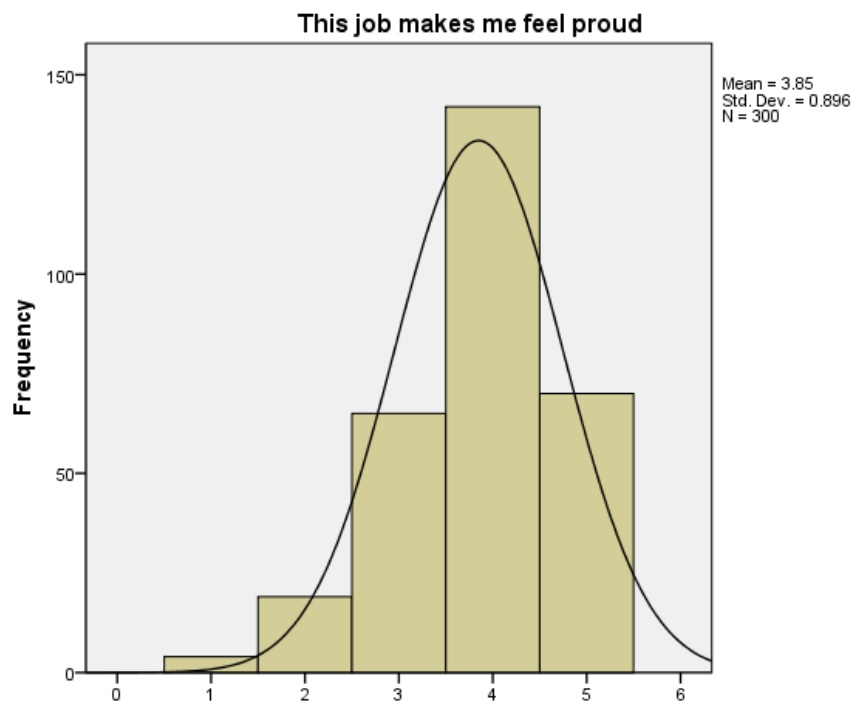
The above histogram shows descriptive statistics for the variable ". "This job makes me feel proud". Mean is 3.85, median is 4.00, mode is 4, Standard deviation is 0.896. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that the job makes respondent feel proud. Skewness is -0.682, kurtosis is 0.367. Since this value is less than 1 assumption of normality is not violated.

5.1.39 - I am doing job which I was always interested in

Table : 5.1.39 Classification of Respondents response on doing job which he/ she was always interested in

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	3.0	3.0	3.0
	Disagree	24	8.0	8.0	11.0
	Neither agree nor Disagree	69	23.0	23.0	34.0
	Agree	109	36.3	36.3	70.3
	Strongly agree	89	29.7	29.7	100.0
	Total	300	100.0	100.0	

Figure : 5.1.39 - I am doing job which I was always interested in



Interpretation:

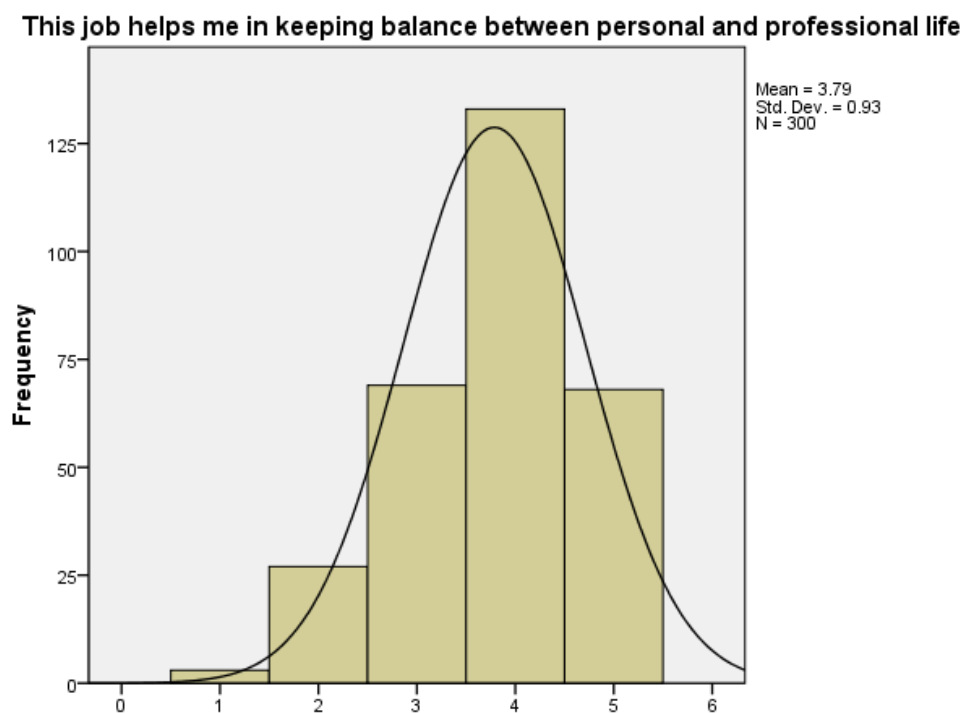
The above histogram shows descriptive statistics for the variable "I am doing job which I was always interested in". Mean is 3.82, median is 4.00, mode is 4, Standard deviation is 1.042. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that they are doing job which they were always interested in. Skewness is -0.697, kurtosis is -0.045. Since this value is less than 1 assumption of normality is not violated.

5.1.40 - This job helps me in keeping balance between personal and professional life

Table: 5.1.40 Classification of Respondents response on keeping balance between personal and professional life

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.0	1.0	1.0
	Disagree	27	9.0	9.0	10.0
	Neither agree nor Disagree	69	23.0	23.0	33.0
	Agree	133	44.3	44.3	77.3
	Strongly agree	68	22.7	22.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.40 - This job helps me in keeping balance between personal and professional life



Interpretation:

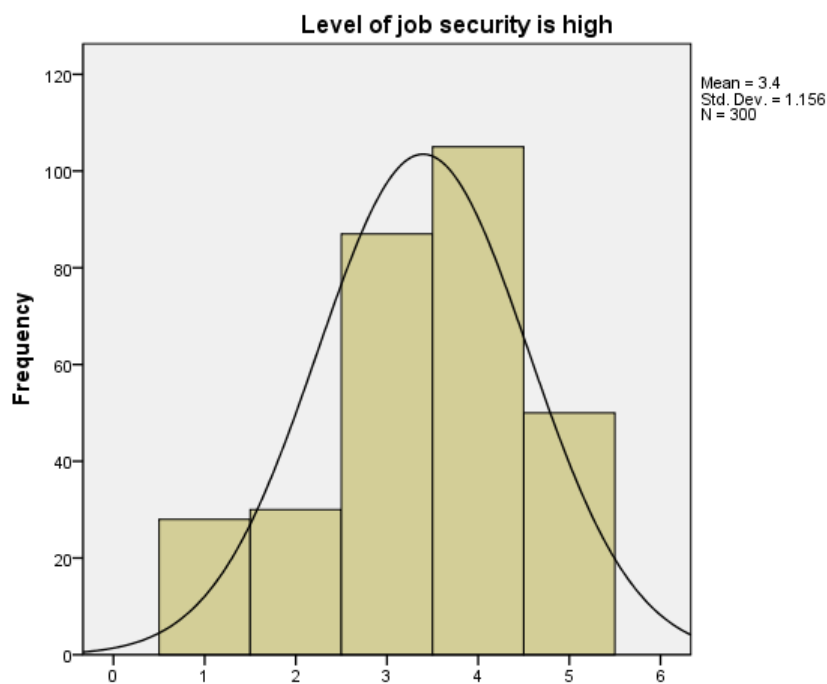
The above histogram shows descriptive statistics for the variable “This job helps me in keeping balance between personal and professional life”. Mean is 3.79, median is 4.00, mode is 4, Standard deviation is 0.930. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that the job helps them to keep balance between personal and professional life. Skewness is -0.544, kurtosis is -0.150. Since this value is less than 1 assumption of normality is not violated.

5.1.41 - Level of job security is high

Table: 5.1.41 Classification of Respondents response on Level of job security

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	28	9.3	9.3	9.3
	Disagree	30	10.0	10.0	19.3
	Neither agree nor Disagree	87	29.0	29.0	48.3
	Agree	105	35.0	35.0	83.3
	Strongly agree	50	16.7	16.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.41 - Level of job security is high



Interpretation:

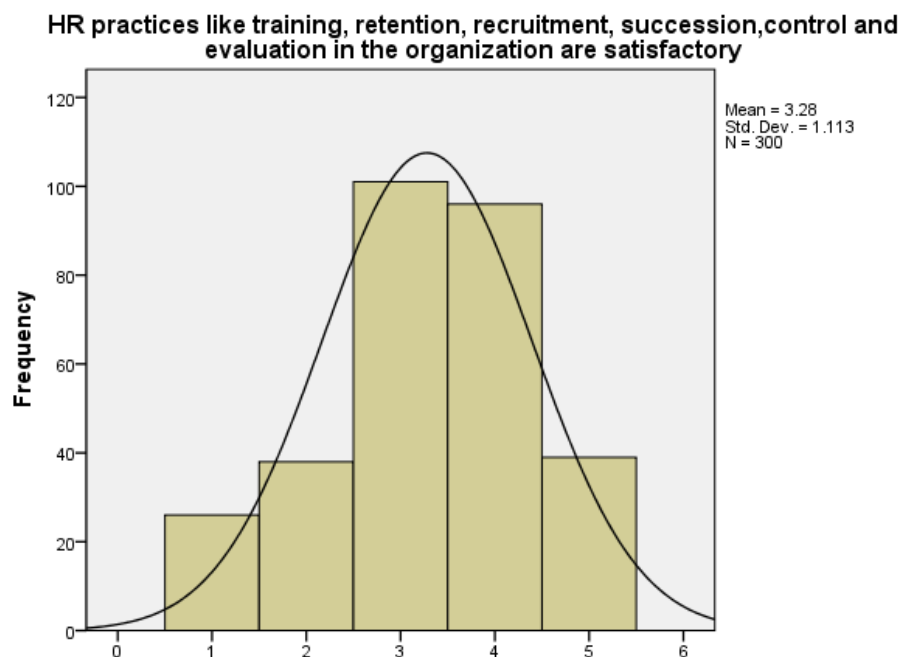
The above histogram shows descriptive statistics for the variable “Level of job security is high”. Mean is 3.40, median is 4.00, mode is 4, Standard deviation is 1.156. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that there is a high level of job security. Skewness is -0.530, kurtosis is -0.388. Since this value is less than 1 assumption of normality is not violated.

5.1.42 - HR practices like training, retention, recruitment, succession, control and evaluation in the organization are satisfactory

Table: 5.1.42 Classification of Respondents response on HR practices followed in the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	8.7	8.7	8.7
	Disagree	38	12.7	12.7	21.3
	Neither agree nor Disagree	101	33.7	33.7	55.0
	Agree	96	32.0	32.0	87.0
	Strongly agree	39	13.0	13.0	100.0
	Total	300	100.0	100.0	

Figure: 5.1.42 HR practices



Interpretation:

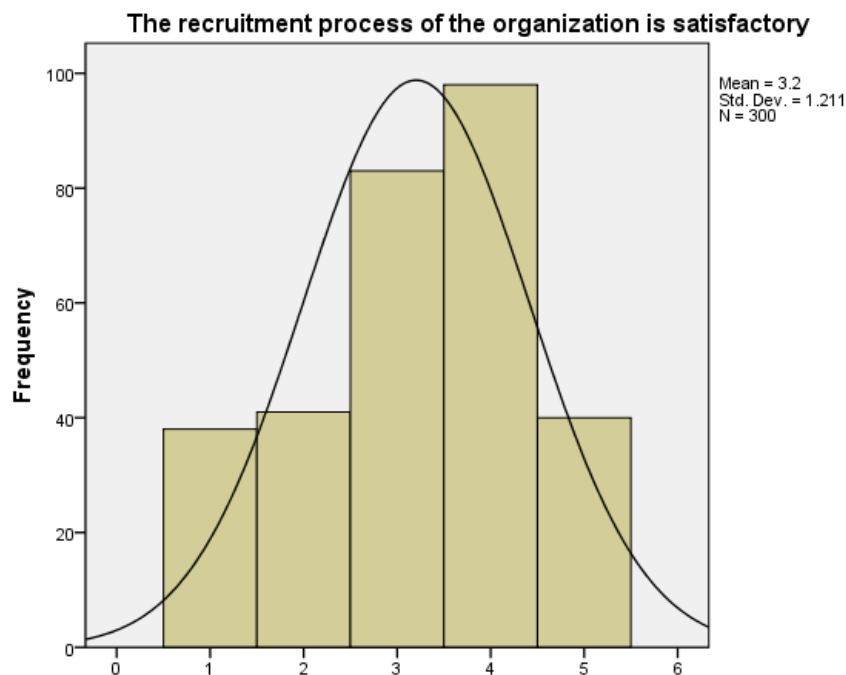
The above histogram shows descriptive statistics for the variable “HR practices like training, retention, recruitment, succession, control and evaluation in the organization are satisfactory”. Mean is 3.28, median is 3.00, mode is 3, Standard deviation is 1.113. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that the HR practices like training, retention, recruitment, succession, control and evaluation in the organization are satisfactory. Skewness is -0.380, kurtosis is -0.425. Since this value is less than 1 assumption of normality is not violated.

5.1.43 - The recruitment process of the organization is satisfactory

Table: 5.1.43 Classification of Respondents response on the recruitment process of the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	38	12.7	12.7	12.7
	Disagree	41	13.7	13.7	26.3
	Neither agree nor Disagree	83	27.7	27.7	54.0
	Agree	98	32.7	32.7	86.7
	Strongly agree	40	13.3	13.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.43 - The recruitment process of the organization is satisfactory



Interpretation:

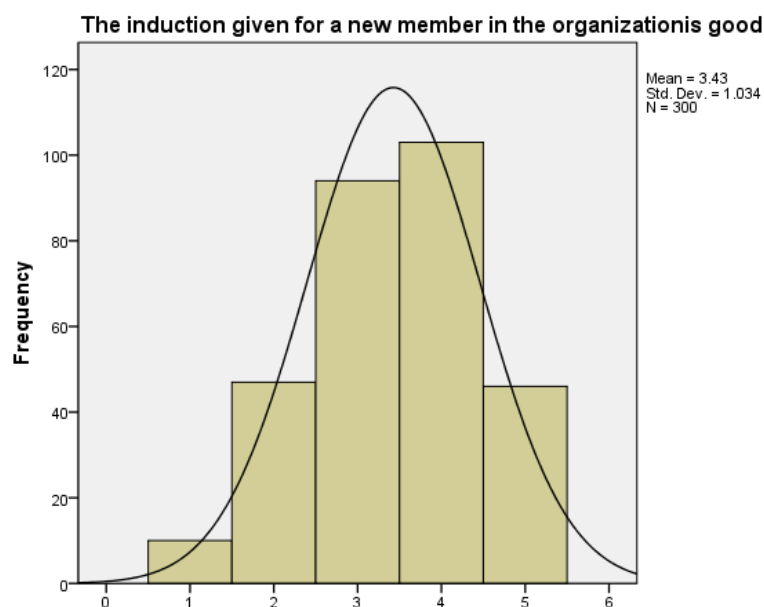
The above histogram shows descriptive statistics for the variable "The recruitment process of the organization is satisfactory". Mean is 3.20, median is 3.00, mode is 4, Standard deviation is 1.211. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that the recruitment process of the organization is satisfactory. Skewness is -0.373, kurtosis is -0.750. Since this value is less than 1 assumption of normality is not violated.

5.1.44 - The induction given for a new member in the organizations good

Table: 5.1.44 Classification of Respondents response on the Induction process of the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	10	3.3	3.3	3.3
	Disagree	47	15.7	15.7	19.0
	Neither agree nor Disagree	94	31.3	31.3	50.3
	Agree	103	34.3	34.3	84.7
	Strongly agree	46	15.3	15.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.44 - The induction given for a new member in the organizations good



Interpretation:

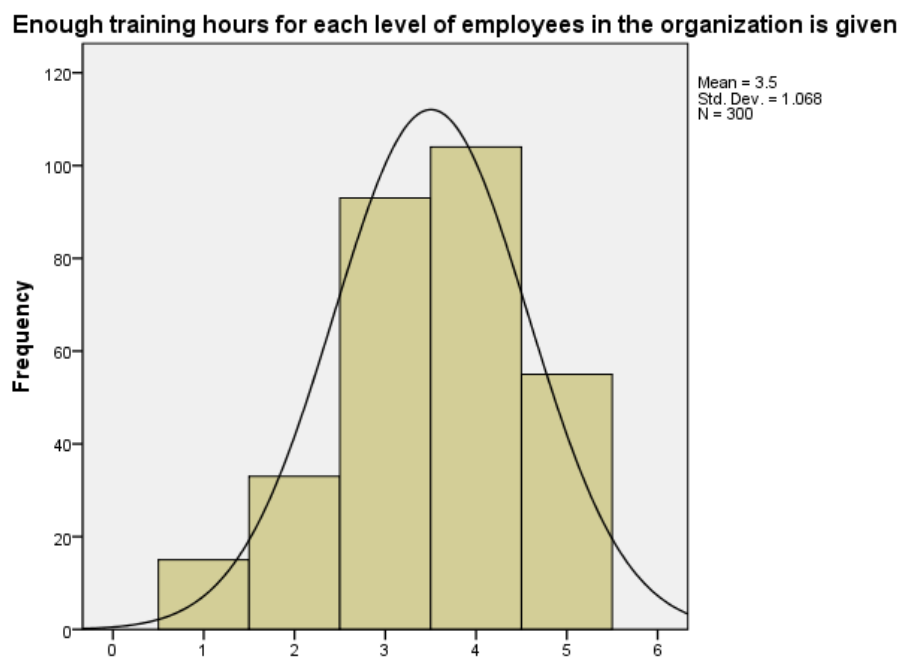
The above histogram shows descriptive statistics for the variable "The induction given for a new member in the organizations good". Mean is 3.43, median is 3.00, mode is 4, Standard deviation is 1.034. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that the induction given for a new member, new joiners in the organizations good. Skewness is -0.269, kurtosis is -0.525. Since this value is less than 1 assumption of normality is not violated.

5.1.45 - Enough training hours for each level of employees in the organization is given

Table: 5.1.45 Classification of Respondents response on training hours given for each level of employees in the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	5.0	5.0	5.0
	Disagree	33	11.0	11.0	16.0
	Neither agree nor Disagree	93	31.0	31.0	47.0
	Agree	104	34.7	34.7	81.7
	Strongly agree	55	18.3	18.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.45 - Enough training hours for each level of employees in the organization is given



Interpretation:

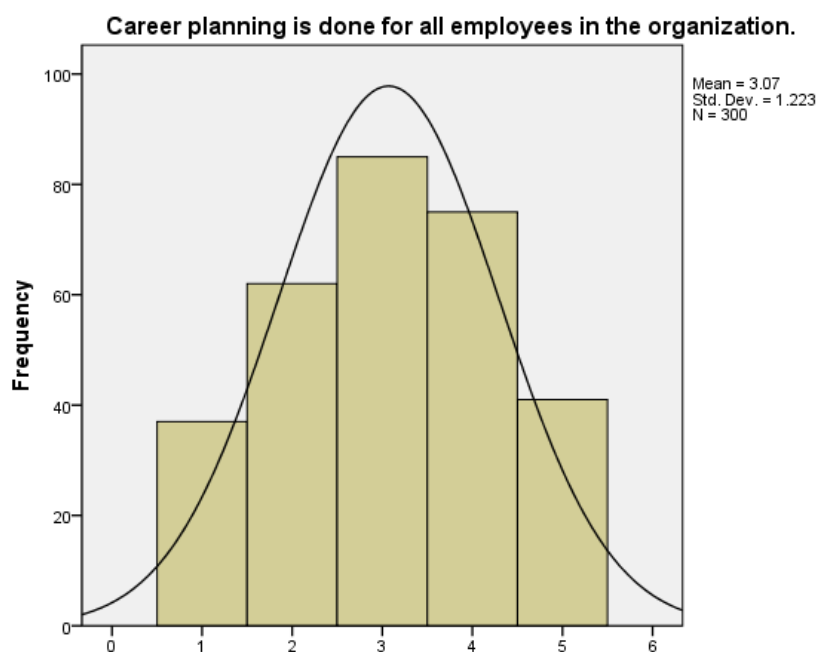
The above histogram shows descriptive statistics for the variable “Enough training hours for each level of employees in the organization is given”. Mean is 3.50, median is 4.00, mode is 4, Standard deviation is 1.068. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that enough training hours for each level of employees in the organization is given. Skewness is -0.448, kurtosis is -0.286. Since this value is less than 1 assumption of normality is not violated.

5.1.46 - Career planning is done for all employees in the organization.

Table: 5.1.46 Classification of Respondents response on Career planning done by management in the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	37	12.3	12.3	12.3
	Disagree	62	20.7	20.7	33.0
	Neither agree nor Disagree	85	28.3	28.3	61.3
	Agree	75	25.0	25.0	86.3
	Strongly agree	41	13.7	13.7	100.0
	Total	300	100.0	100.0	

Figure: 5.1.46 - Career planning is done for all employees in the organization.



Interpretation:

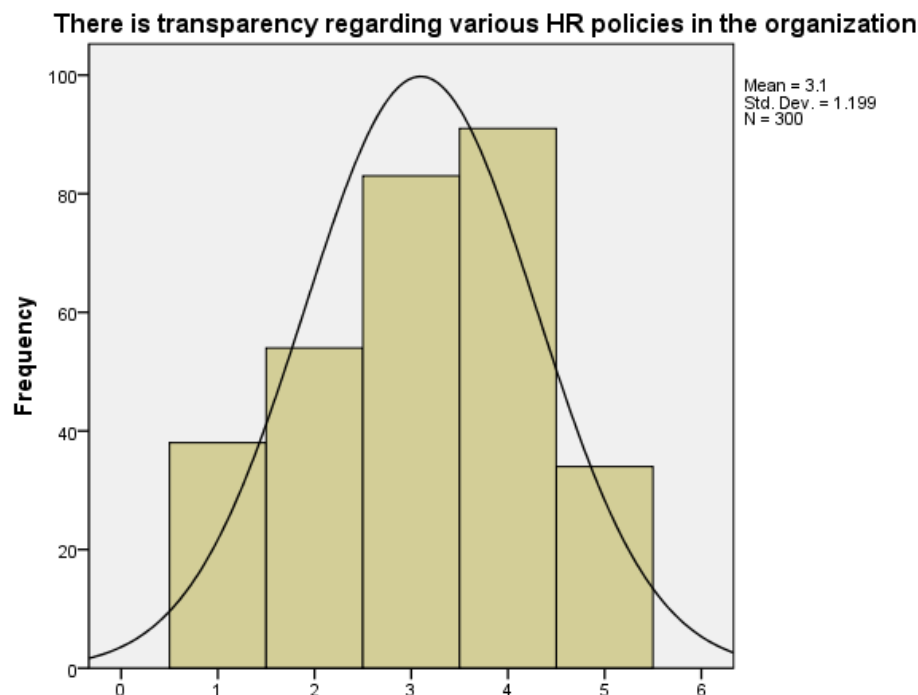
The above histogram shows descriptive statistics for the variable “Career planning is done for all employees in the organization.”. Mean is 3.07, median is 3.00, mode is 3, Standard deviation is 1.223. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that Career planning is done for all employees in the organization. Skewness is -0.090, kurtosis is -0.920. Since this value is less than 1 assumption of normality is not violated

5.1.47 - There is transparency regarding various HR policies in the organization

Table: 5.1.47 Classification of Respondents response on the transparency of HR policies in the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	38	12.7	12.7	12.7
	Disagree	54	18.0	18.0	30.7
	Neither agree nor Disagree	83	27.7	27.7	58.3
	Agree	91	30.3	30.3	88.7
	Strongly agree	34	11.3	11.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.47- There is transparency regarding various HR policies in the organization



Interpretation:

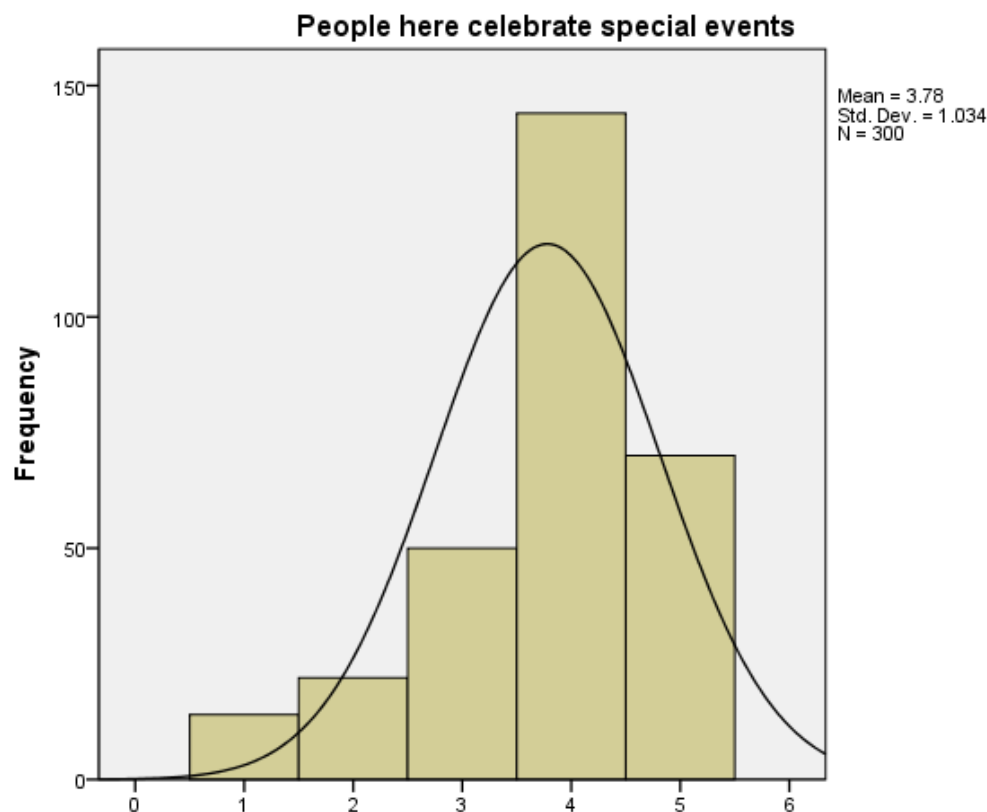
The above histogram shows descriptive statistics for the variable “There is transparency regarding various HR policies in the organization.” Mean is 3.10, median is 3.00, mode is 4, Standard deviation is 1.199. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feel that there is transparency regarding various HR policies in the organization. Skewness is -0.234, kurtosis is -0.856. Since this value is less than 1 assumption of normality is not violated.

5.1.48 - People here celebrate special events

Table: 5.1.48 Classification of Respondents response on celebration of special events by people in the organization.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	14	4.7	4.7	4.7
	Disagree	22	7.3	7.3	12.0
	Neither agree nor Disagree	50	16.7	16.7	28.7
	Agree	144	48.0	48.0	76.7
	Strongly agree	70	23.3	23.3	100.0
	Total	300	100.0	100.0	

Figure: 5.1.48 - People here celebrate special events



Interpretation:

The above histogram shows descriptive statistics for the variable “People here celebrate special events” Mean is 3.78, median is 4.00, mode is 4, and Standard deviation is 1.034. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents feels that People celebrate special events in the organization. Skewness is -0.975, kurtosis is 0.649. Since this value is less than 1 assumption of normality is not violated.

5.2 HYPOTHESIS TESTING –NON PARAMETRIC

Hypothesis 1

Purpose -To study whether there is a relationship between employee engagement and feeling of kinship in the organization.

Statistical Test - Chi- Square Test of Contingency

Null Hypothesis

H₀: There is no relationship between Employee Engagement and feeling of Kinship in the organization.

Alternative Hypothesis

H₁: There is a significant relationship between Employee Engagement and feeling of Kinship in the organization.

Statistical Test: Chi Square test of contingency

Level of significance, $\alpha = 0.05$

Table: 5.2.1 Case Processing Summary for Employee Engagement and feeling of Kinship in the organization.						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Is Employee engagement followed here? * Do you feel the kinship in the organization?	300	100.0%	0	.0%	300	100.0%

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	300.000 ^a	1	.000		
Continuity Correction ^b	292.606	1	.000		
Likelihood Ratio	263.802	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	299.000	1	.000		
N of Valid Cases	300				
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.68.					
b. Computed only for a 2x2 table					

Symmetric Measures		Value	Approx. Sig.
Nominal by Nominal	Phi	1.000	.000
	Cramer's V	1.000	.000
	Contingency Coefficient	.707	.000
N of Valid Cases		300	

The Phi (1), Cramer V (1) and contingency coefficient (0.70) suggest strong relationship between variable.

Table: 5.2.2 shows the number of respondents responding on Employee engagement followed in the organization which results in feeling of kinship in the organization

Cross tabulation			Do you feel the kinship in the organization?	
			Yes	No
Is Employee engagement followed here?	Yes	Count	252	0
		Expected Count	211.7	40.3
		% within Is Employee engagement followed here?	100.0%	.0%
		% within Do you feel the kinship in the organization?	100.0%	.0%
		% of Total	84.0%	.0%
	No	Count	0	48
		Expected Count	40.3	7.7
		% within Is Employee engagement followed here?	.0%	100.0%
		% within Do you feel the kinship in the organization?	.0%	100.0%
		% of Total	.0%	16.0%
Total	Count	252	48	
	Expected Count	252.0	48.0	
	% within Is Employee engagement followed here?	84.0%	16.0%	
	% within Do you feel the kinship in the organization?	100.0%	100.0%	
	% of Total	84.0%	16.0%	

Out of 300 respondents 252 who said that employee engagement practice is followed in the organization also agreed that they feel kinship in the organization. The remaining 48 who said that employee engagement is not followed also agreed that didn't feel kinship in the organization.

Observation –

$$\chi^2 (1) = 300, P \text{ value} < 0.05$$

Conclusion –

Since p value (0.000) is less than level of significance (0.05) the null hypothesis (H_0) is rejected, and we conclude that there is a significant relationship between Employee Engagement and feeling of Kinship in the organization.

Note - The assumption of no cells should have & expected count should be less than 5 are tenable since no expected cell has count less than 5. The minimum expected count is 252

5.3 MULTIPLE REGRESSION ANALYSIS

Hypothesis 2

Purpose - Purpose to study HR practices, working environment and nature of work, pay and promotion, skills and ability, communication, motivation, relationship with manager are predictors of job factor.

Statistical Test

Multiple Regression Analysis

Null Hypothesis

H_0 : HR Practices working environment and nature of work, pay and promotion, skills and ability, communication, motivation, relationship with manager are not a the predictors of job factor.

Alternative Hypothesis

H_1 : HR Practices working environment and nature of work, pay and promotion, skills and ability, communication, motivation, relationship with manager is significant predictors of job factor.

Level of significance: $\alpha = 0.05$

Multiple Regression Analysis using backward method

Table: 5.3.1 shows Multiple Regression Analysis Model Summary table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.402	.387	.609
2	.634 ^b	.402	.389	.608
3	.634 ^c	.402	.391	.607
4	.634 ^d	.401	.393	.606
5	.631 ^e	.398	.392	.607
6	.626 ^f	.392	.388	.608

- a. Predictors: (Constant), HR practices, Working Environment and Nature of Work, Pay And Promotion, Skills And Ability, Communication, Motivation, Relationship With Manager
- b. Predictors: (Constant), HR practices, Working Environment and Nature of Work, Pay And Promotion, Skills And Ability, Communication, Motivation,
- c. Predictors: (Constant), HR practices, Working Environment and Nature of Work, Pay And Promotion, Skills And Ability, Communication
- d. Predictors: (Constant), HR practices, Working Environment and Nature of Work, Skills And Ability, Communication
- e. Predictors: (Constant), HR practices, Skills And Ability, Communication
- f. Predictors: (Constant), HR practices, Communication
- g. Dependent Variable: Job factor

The above graph shows model summary provides information on 3 R's multiple correlations (R), multiple coefficient of determination (R^2), Adjusted (R^2) and Standard error of estimate.

The SPSS has produce 6 models using the backward method & eliminating the insignificant variables. Model no 6 includes constant and 2 significant predictors HR Practices and communication.

The SPSS label model summary provided information on multiple correlations ($R = 0.626$) coefficient of multiple determination ($R^2 = 0.392$), adjusted $R^2 = 0.388$, Standard error of estimate = 0.608.

The Multiple correlation $R^2 = 0.626$ suggest strong relationship between multiple independent variable (Job Factor), Dependent Variable (HR Practices working environment and nature of work, pay and promotion, skills and ability, communication, motivation, relationship with manager) .

Coefficient of Multiple determination $R^2 = 0.402$ suggest that 39.2% of variance in the dependent variable is explained by the two predictor HR Practices and Communication.

Adjusted $R^2 = 0.388$ indicates 38.8% of variation in Job Factor adjutant for number to explained by the predictor HR Practices and communication after adjusting R^2 with multiple variable and sample size.

ANOVA

Table: 5.3.1 ANOVA^gTest Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.655	7	10.379	28.002	.000 ^a
	Residual	108.235	292	.371		
	Total	180.891	299			
2	Regression	72.655	6	12.109	32.780	.000 ^b
	Residual	108.236	293	.369		
	Total	180.891	299			
3	Regression	72.648	5	14.530	39.465	.000 ^c
	Residual	108.242	294	.368		
	Total	180.891	299			
4	Regression	72.618	4	18.154	49.463	.000 ^d
	Residual	108.273	295	.367		
	Total	180.891	299			
5	Regression	71.944	3	23.981	65.155	.000 ^e
	Residual	108.947	296	.368		
	Total	180.891	299			
6	Regression	70.995	2	35.498	95.935	.000 ^f
	Residual	109.895	297	.370		
	Total	180.891	299			

a. Predictors: (Constant), HR practices, Working Environment and Nature of Work, Pay And Promotion, Skills And Ability, Communication, Motivation, Relationship With Manager

b. Predictors: (Constant), HR practices, Working Environment and Nature of Work, Pay And Promotion, Skills And Ability, Communication, Motivation,

c. Predictors: (Constant), HR practices, Working Environment and Nature of Work, Pay And Promotion, Skills And Ability, Communication

d. Predictors: (Constant), HR practices, Working Environment and Nature of Work, Skills And Ability, Communication

e. Predictors: (Constant), HR practices, Skills And Ability, Communication

f. Predictors: (Constant), HR practices, Communication

g. Dependent Variable: Job factor

ANOVA contain information statistics, F test is significant at 5% level of significant.

$$F(2, 297) = 95.935, P - value < 0.05$$

Since ANOVA is significant we move to co efficient table to check significance of beta coefficient. Model 6 shows unstandardized coefficient for HR Practices and communication.

Table: 5.3.2 shows Regression Coefficients Test results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.268	.216		5.861	.000
	Working Env And Nature of Work	.082	.068	.076	1.204	.230
	Relationship With Manager	-.001	.083	-.001	-.016	.987
	Communication	.149	.077	.164	1.942	.053
	Motivation	-.009	.071	-.011	-.127	.899
	Pay And Promotion	.017	.053	.022	.316	.753
	Skills And Ability	.080	.058	.085	1.371	.172
	HR practices	.381	.054	.423	7.013	.000
2	(Constant)	1.267	.215		5.884	.000
	Working Env And Nature of Work	.081	.061	.076	1.331	.184
	Communication	.148	.065	.163	2.282	.023
	Motivation	-.009	.070	-.011	-.133	.894
	Pay And Promotion	.017	.053	.022	.317	.751
	Skills And Ability	.080	.058	.085	1.373	.171
	HR practices	.381	.054	.423	7.035	.000
3	(Constant)	1.269	.215		5.914	.000
	Working Env And Nature of Work	.080	.060	.074	1.336	.183
	Communication	.145	.060	.159	2.418	.016
	Pay And Promotion	.013	.046	.017	.290	.772
	Skills And Ability	.079	.058	.084	1.369	.172
	HR practices	.380	.054	.423	7.063	.000
4	(Constant)	1.268	.214		5.920	.000
	Working Env And Nature of Work	.081	.059	.075	1.355	.177
	Communication	.150	.057	.165	2.617	.009
	Skills And Ability	.083	.056	.089	1.477	.141
	HR practices	.383	.053	.426	7.230	.000
5	(Constant)	1.430	.178		8.020	.000
	Communication	.183	.052	.201	3.516	.001
	Skills And Ability	.090	.056	.096	1.605	.109
	HR practices	.387	.053	.430	7.307	.000
6	(Constant)	1.531	.167		9.156	.000
	Communication	.212	.049	.233	4.349	.000
	HR practices	.422	.048	.469	8.751	.000

a. Dependent Variable: Job Factor

Communication is significant at the 5% level of significance.
 $T = 4.349, P - value < 0.05$

HR Practices significant at the 5% level of significance.

$$T = 8.751, P - value < 0.05$$

Table 5.3.3 shows Collinearity Statistics - Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Working Environment and Nature of Work	.513	1.951
	Relationship With Manager	.270	3.698
	Communication	.288	3.467
	Motivation	.290	3.452
	Pay And Promotion	.437	2.288
	Skills And Ability	.531	1.883
	HR practices	.563	1.778
2	(Constant)		
	Working Environment and Nature of Work	.632	1.583
	Communication	.400	2.498
	Motivation	.303	3.298
	Pay And Promotion	.438	2.284
	Skills And Ability	.531	1.883
	HR practices	.564	1.773
3	(Constant)		
	Working Environment and Nature of Work	.662	1.512
	Communication	.469	2.134
	Pay And Promotion	.580	1.725
	Skills And Ability	.535	1.868
	HR practices	.569	1.759
4	(Constant)		
	Working Environment and Nature of Work	.663	1.507
	Communication	.511	1.955
	Skills And Ability	.565	1.770
	HR practices	.586	1.707
5	(Constant)		
	Communication	.623	1.606
	Skills And Ability	.570	1.755
	HR practices	.588	1.702
6	(Constant)		
	Communication	.711	1.407
	HR practices	.711	1.407

a. Dependent Variable: Job Factor

Multicollinearity is not a problem for the current case VIF (Variance Inflation Factor) is <10 and tolerance is more 0.1.

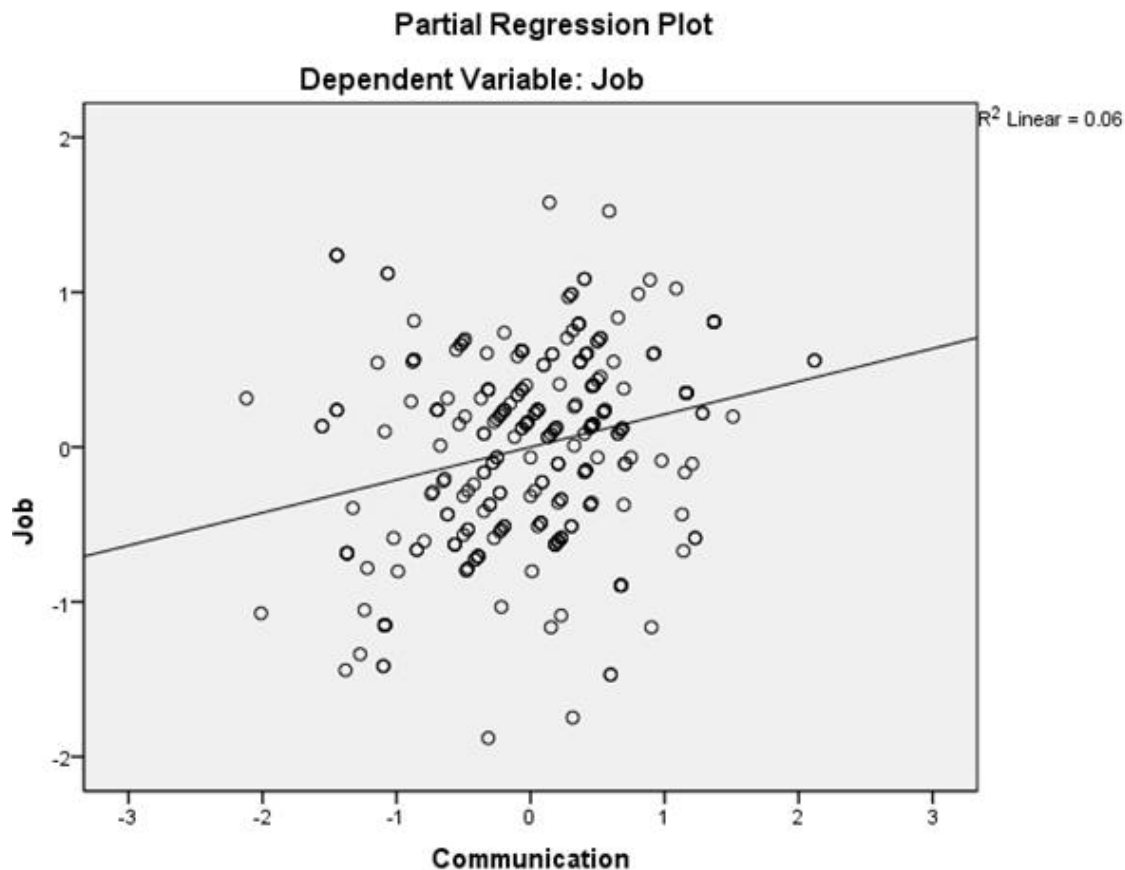
Considering the significant output of HR Practices and communication the multi regression equation can be presented as follows:

$$Job\ Factor = 1.531 + 0.212(Communication) + 0.422 (HR\ Practices)$$

The above equation shows that there is positive relation between Communication & Job Factor and HR Practices and Job Factor.

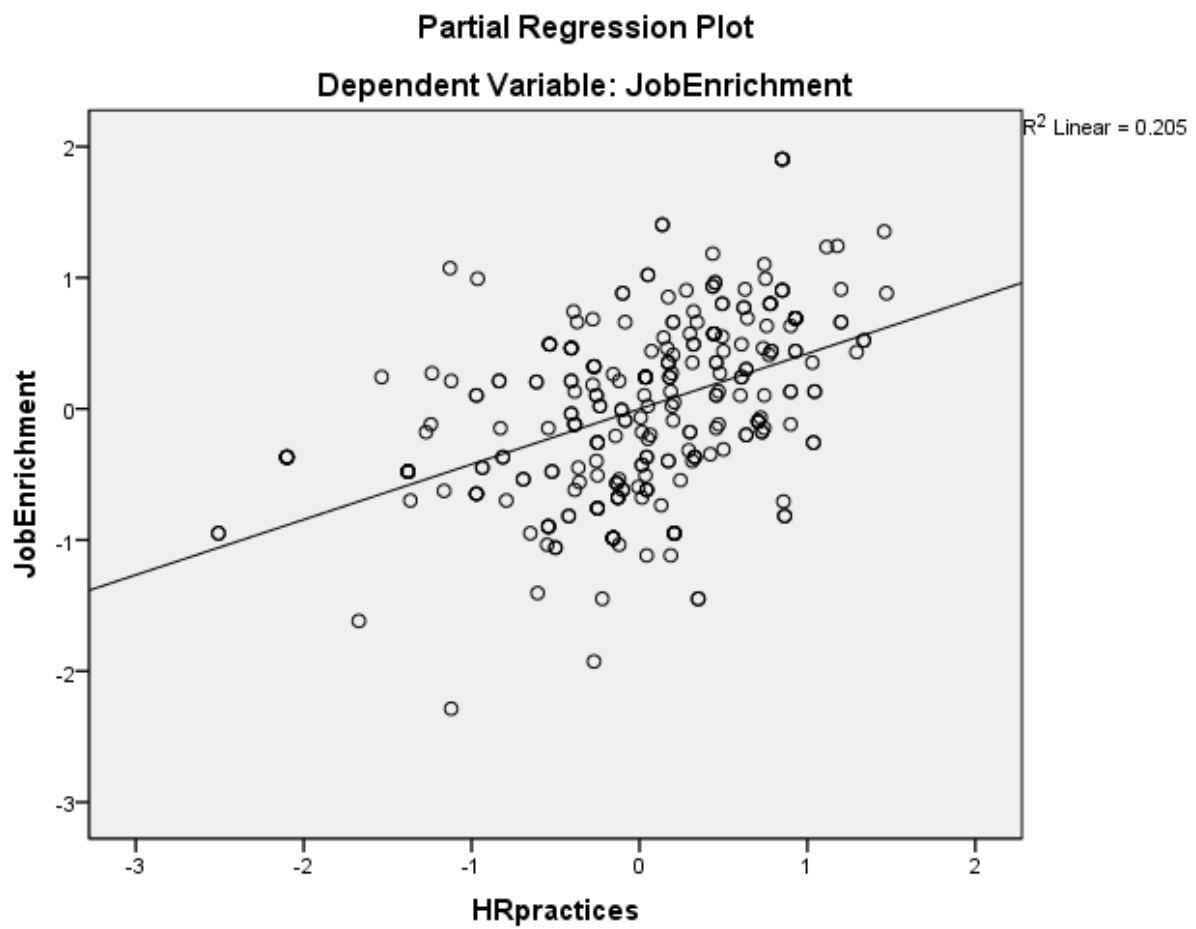
If Communication is increase by 1 unit Job Factor goes up by 0.212 wherein other factors remains constant. Similarly when HR Practices is increases by 1unit, Job Factor goes up by 0.422 other factors remaining constant. ´

Table 5.3.4 shows Partial Regression Plot for dependent variable Job factor and communication



The above scatter plot shows joint distribution for Job Factor and Communication. The Straight line with the uphill shows positive relationship between the Variables.

Table 5.3.5 shows Partial Regression Plot for dependent variable Job factor and HR Practices



The above scatter plot shows joint distribution for Job Factor and HR Practices. The Straight line with the uphill shows positive relationship between the Variables.

5.4 SPEARMAN RANK CORRELATION

Hypothesis 3

Purpose -Purpose of the study whether Expectation of the respondents in terms of importance that are attached with the factor Influencing Job satisfaction matches with what they perceive from the organization.

Statistical Test

Spearman Rank Correlation

Null Hypothesis

H₀: Employee expectation is equal to employee Expectation i.e. there is no difference between employee perception and employee Expectation ($R_s = 0$)

Alternative Hypothesis

H₁: Employee expectation is not equal to employee Expectation i.e. there is a difference between employee perception and employee Expectation. ($R_s \neq 0$)

Level of Significance $\alpha = 0.05$

The Spearman correlation coefficient (0.4) suggests a weak association between both the variables.

$$\rho = 1 - \frac{6 \sum d_i^2}{n(n^2 - 1)}$$

$$= 1 - \frac{6(12)}{5(25-1)}$$

$$= 1 - \frac{72}{5(24)}$$

$$= 1 - \frac{72}{120}$$

$$= 1 - 0.6$$

$$= \underline{0.4}$$

Table: 5.4.1 shows Correlations between Perception and Expectation employee has towards Job Factors

		Actual (factors influencing job satisfaction)	Expectation (factors influencing job satisfaction)
Spearman's rho	Correlation Coefficient	1.000	.400
	Actual (factors influencing job satisfaction) Sig. (2-tailed)	.	.505
	N	5	5
	Correlation Coefficient	.400	1.000
	Expectation (factors influencing job satisfaction) Sig. (2-tailed)	.505	.
	N	5	5

Perception	Expectation	D	D ²
1	1	0	0
2	5	-3	9
4	3	1	1
5	4	1	1
3	2	1	1

Observation:

$R_s = 0.40$, P value 0.505, is greater than level of significant 0.05

Conclusion:

P - value = 0.505 is more than level of significance 0.05 we therefore fail to reject the null hypothesis and conclude that there lies no difference between employee perception and Expectation.

5.5 INDEPENDENT SAMPLE T TEST

Hypothesis 4

Purpose -Purpose to study whether there is a difference between levels of Job Satisfaction with respect to gender.

Statistical Test

Independent Sample T Test

Null Hypothesis

H_0 = Means of both the groups are equal ($\mu_1 = \mu_2$) There is no difference between male and females level of Job satisfaction

Alternative Hypothesis

H_1 = Means of both the groups are equal ($\mu_1 \neq \mu_2$) There is significant difference between male and females level of Job satisfaction

Level of Significances $\alpha = 0.05$

Table: 5.5.1 Descriptive Statistics for Male and Female for Job Factor

Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
JobFactor1	Male	177	3.80	.805	.061
	Female	123	3.89	.857	.077

Mean for Male respondents = 3.80

Standard Deviation = 0.805

Mean for female respondents = 3.89

Standard Deviation = 0.857

The Table labelled Independent Samples test shows statistics for Levene's test and T Test.

T test is based on assumption of equality of variance. This assumption is tested using Levene's test.

Table 5.5.2 :Independent Samples T Test Results

		Levene's Test for Equality of Variances		t-test for Equality of Means	
		F	Sig.	t	df
Job Factor	Equal variances assumed	.131	.718	-.948	298
	Equal variances not assumed			-.938	251.840

		Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
					Lower
Job Factor	Equal variances assumed	.344	-.092	.097	-.283
	Equal variances not assumed	.349	-.092	.098	-.285

Independent Samples Test

		t-test for Equality of Means
		95% Confidence Interval of the Difference
		Upper
JobFactor1	Equal variances assumed	.099
	Equal variances not assumed	.101

The Null and alternative hypothesis for Levene's test is as follows;

$$H_0 = \sigma_1 = \sigma_2$$

$$H_1 = \sigma_1 \neq \sigma_2$$

Test for assumption of homogeneity of Variance

Observation:

F = 0.131, P - value (0.718) is greater than level of significance 0.05

Thus the assumption of homogeneity is tenable

T Test for equality of means

Observation: $t(298) = -0.948$, $P\text{-value} > \text{level of significance } 0.05$.

Conclusion: We fail to reject the null hypothesis it is therefore conclude that there is no relation between Male and female level of Job satisfaction

5.6 FACTORS INFLUENCING JOB SATISFACTION OF EMPLOYEES

At the end of Phase –I, researcher has focused on the respondents responses on the topic. Further the analysis and interpretation was done with Hypothesis testing. And finding major factors influencing Job factors. It this Phase II the analysis of Impact of job satisfaction is done.

5.6.1 Working Environment and Nature of Work

Table – 5.6.1 Working Environment and Nature of Work

N	Valid	300
	Missing	0
Mean		3.97
Median		4.00
Mode		4
Std. Deviation		.723
Skewness		-.839
Std. Error of Skewness		.141
Kurtosis		.929
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

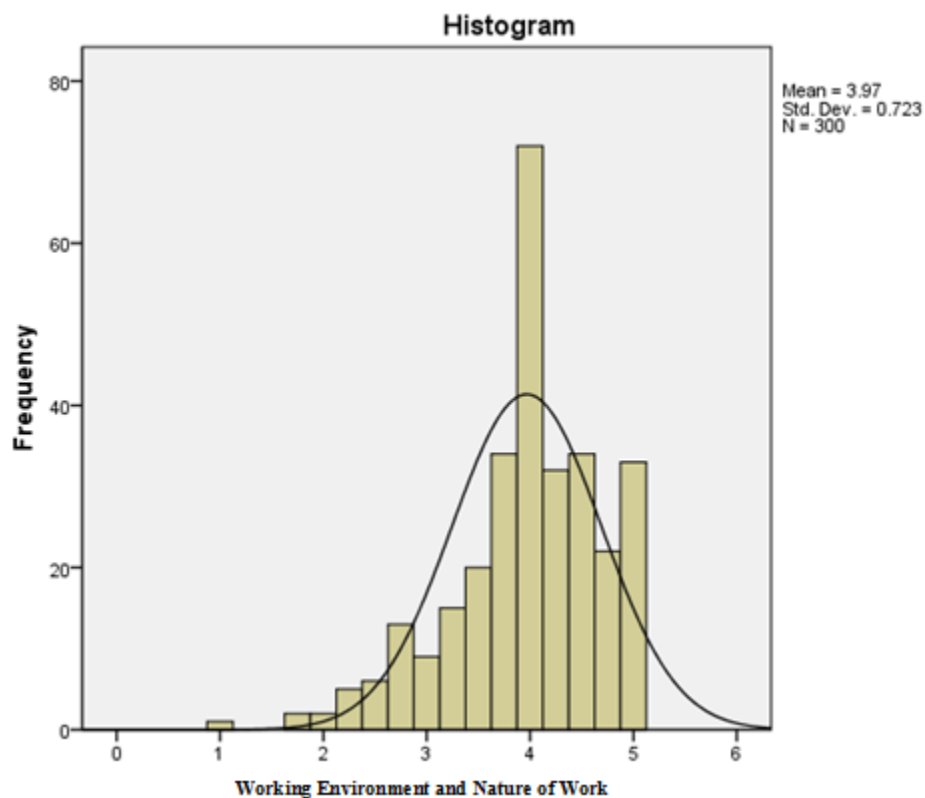
Working Environment and Nature of Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.3	.3	.3
	2	2	.7	.7	1.0
	2	2	.7	.7	1.7
	2	5	1.7	1.7	3.3
	3	6	2.0	2.0	5.3
	3	13	4.3	4.3	9.7
	3	9	3.0	3.0	12.7
	3	15	5.0	5.0	17.7
	4	20	6.7	6.7	24.3
	4	34	11.3	11.3	35.7
	4	72	24.0	24.0	59.7
	4	32	10.7	10.7	70.3
	5	34	11.3	11.3	81.7
	5	22	7.3	7.3	89.0
	5	33	11.0	11.0	100.0

Working Environment and Nature of Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.3	.3	.3
	2	2	.7	.7	1.0
	2	2	.7	.7	1.7
	2	5	1.7	1.7	3.3
	3	6	2.0	2.0	5.3
	3	13	4.3	4.3	9.7
	3	9	3.0	3.0	12.7
	3	15	5.0	5.0	17.7
	4	20	6.7	6.7	24.3
	4	34	11.3	11.3	35.7
	4	72	24.0	24.0	59.7
	4	32	10.7	10.7	70.3
	5	34	11.3	11.3	81.7
	5	22	7.3	7.3	89.0
	5	33	11.0	11.0	100.0
	Total	300	100.0	100.0	

Figure 5.6.1 Working Environment and Nature of Wor



Interpretation:

The above histogram shows descriptive statistics for the variable “Convenient working hours”. Mean is 3.97, median is 4.00, mode is 4, Standard deviation is 0.723. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data.

5.6.2 Relationship with Manager and Colleagues

Table – 5.6.2 Respondents opinion on Relationship with Manager and Colleagues

Frequencies

Statistics

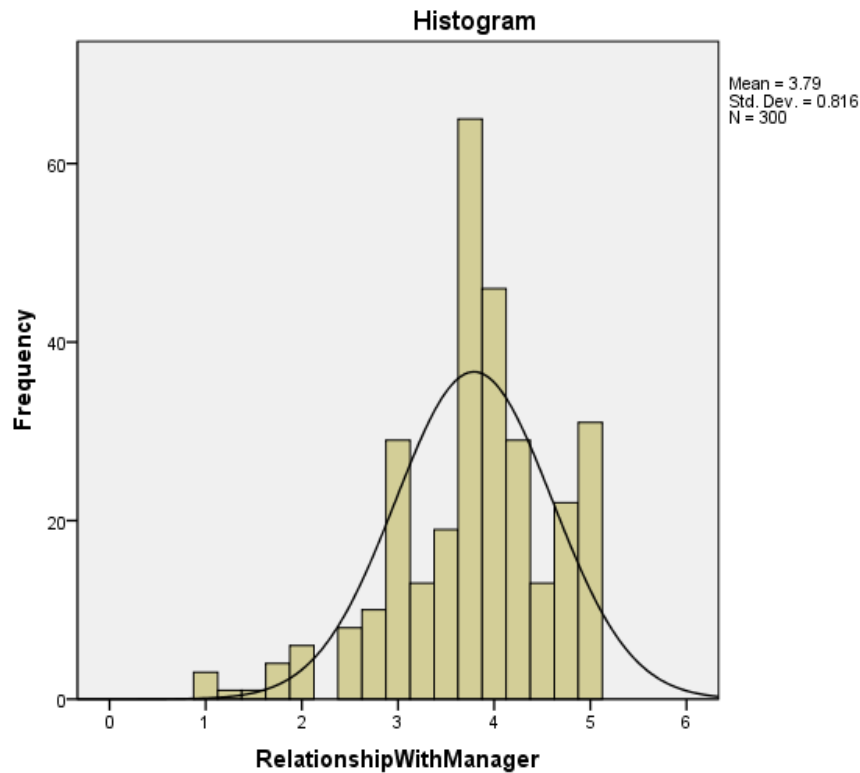
Relationship With Manager and Colleagues

N	Valid	300
	Missing	0
Mean		3.79
Median		3.75
Mode		4
Std. Deviation		.816
Skewness		-.774
Std. Error of Skewness		.141
Kurtosis		.959
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Relationship With Manager and Colleagues

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	3	1.0	1.0	1.0
1	1	.3	.3	1.3
2	1	.3	.3	1.7
2	4	1.3	1.3	3.0
2	6	2.0	2.0	5.0
3	8	2.7	2.7	7.7
3	10	3.3	3.3	11.0
3	29	9.7	9.7	20.7
3	13	4.3	4.3	25.0
4	19	6.3	6.3	31.3
4	65	21.7	21.7	53.0
4	46	15.3	15.3	68.3
4	29	9.7	9.7	78.0
5	13	4.3	4.3	82.3
5	22	7.3	7.3	89.7
5	31	10.3	10.3	100.0
Total	300	100.0	100.0	

Figure 5.6.2 Relationship with Manager and Colleagues



Interpretation:

The above histogram shows descriptive statistics for the variable “Relationship with Manager”. Mean is 3.79, median is 3.75, mode is 4, Standard deviation is 0.816. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents agree that the relationship with manager is healthy. Skewness is -0.774, kurtosis is 0.959 since this value is less than 1 assumption of normality is not violated.

5.6.3 Flow of Communication in the organization

Table – 5.6.3 Respondents opinion on flow of Communication in the organization.

N	Valid	300
	Missing	0
Mean		3.65
Median		3.75
Mode		4
Std. Deviation		.856
Skewness		-.530
Std. Error of Skewness		.141
Kurtosis		.052
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Communication

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	1.0	1.0	1.0
	1	1	.3	.3	1.3
	2	1	.3	.3	1.7
	2	1	.3	.3	2.0
	2	10	3.3	3.3	5.3
	2	16	5.3	5.3	10.7
	3	3	1.0	1.0	11.7
	3	16	5.3	5.3	17.0
	3	26	8.7	8.7	25.7
	3	23	7.7	7.7	33.3
	4	35	11.7	11.7	45.0
	4	38	12.7	12.7	57.7
	4	41	13.7	13.7	71.3
	4	24	8.0	8.0	79.3
	5	14	4.7	4.7	84.0
	5	30	10.0	10.0	94.0
	5	18	6.0	6.0	100.0
	Total	300	100.0	100.0	

Figure 5.6.3 Flow of Communication in the organization

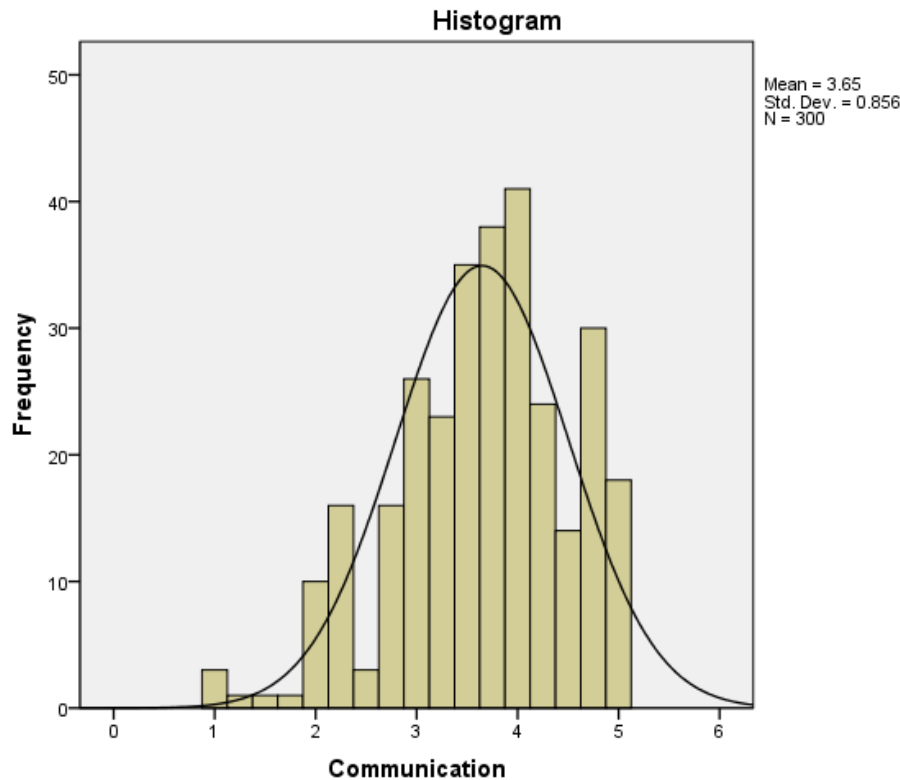


Figure no– 9

Interpretation:

The above histogram shows descriptive statistics for the variable “Communication”. Mean is 3.65, median is 3.75, mode is 4, Standard deviation is 0.856. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents agree that there is a smooth flow of communication in the organization. Skewness is -.530, kurtosis is 0.052 since this value is less than 1 assumption of normality is not violated.

5.6.4 Motivation in the organization

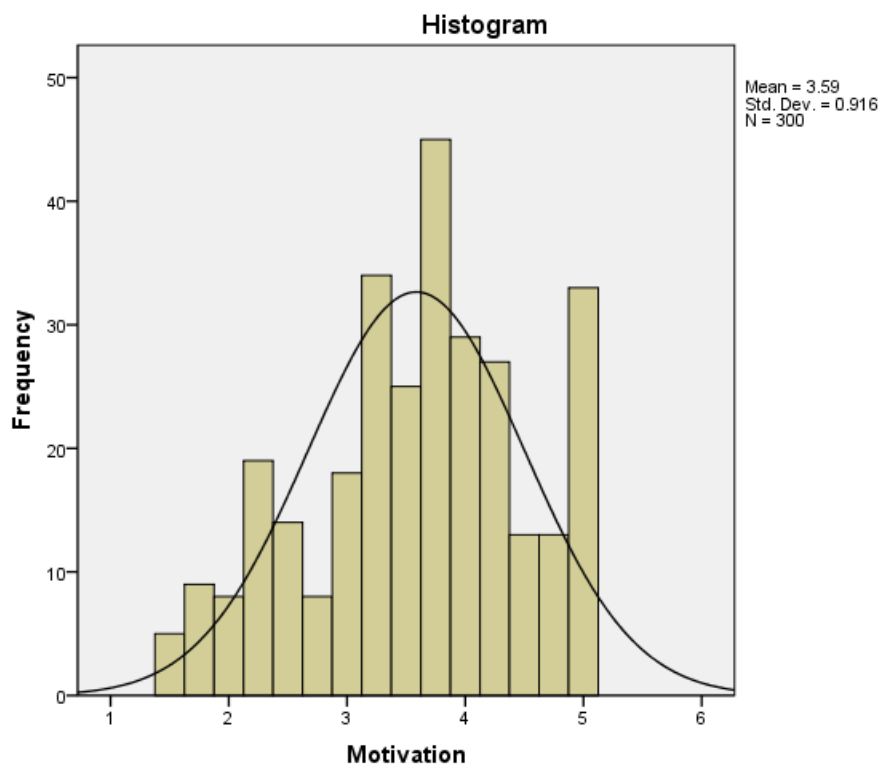
Table – 5.6.4 Respondents opinion on Motivation in the organization.

N	Valid	300
	Missing	0
Mean		3.59
Median		3.75
Mode		4
Std. Deviation		.916
Skewness		-.314
Std. Error of Skewness		.141
Kurtosis		-.585
Std. Error of Kurtosis		.281
Range		4
Minimum		2
Maximum		5

Motivation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	5	1.7	1.7	1.7
	2	9	3.0	3.0	4.7
	2	8	2.7	2.7	7.3
	2	19	6.3	6.3	13.7
	3	14	4.7	4.7	18.3
	3	8	2.7	2.7	21.0
	3	18	6.0	6.0	27.0
	3	34	11.3	11.3	38.3
	4	25	8.3	8.3	46.7
	4	45	15.0	15.0	61.7
	4	29	9.7	9.7	71.3
	4	27	9.0	9.0	80.3
	5	13	4.3	4.3	84.7
	5	13	4.3	4.3	89.0
	5	33	11.0	11.0	100.0
Total		300	100.0	100.0	

Figure5.6.4 Motivation in the organization



Interpretation:

The above histogram shows descriptive statistics for the variable “Motivation”. Mean is 3.59, median is 3.75, mode is 4, Standard deviation is 0.916. Since Standard deviation is less than 1/3 of mean. Mean is the

representation of entire data we can therefore conclude that respondents agree that there is a huge Motivation in the organization. Skewness is -0.314, kurtosis is -0.585, since this value is less than 1 assumption of normality is not violated.

5.6.5 Pay and Promotion factor in the organization

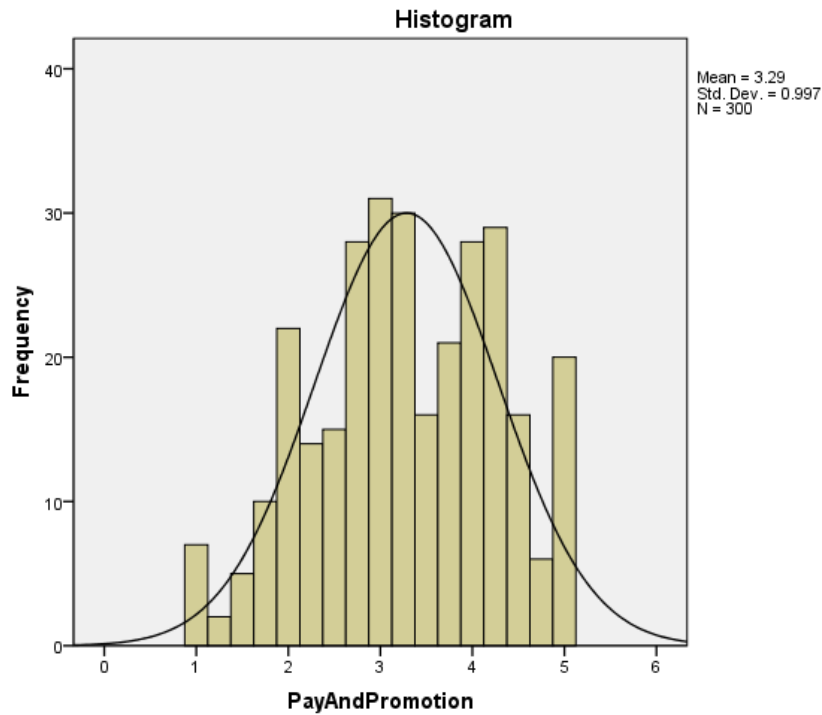
Table – 5.6.5 Respondents response on Pay and Promotion factor in the organization.

N	Valid	300
	Missing	0
Mean		3.29
Median		3.25
Mode		3
Std. Deviation		.997
Skewness		-.178
Std. Error of Skewness		.141
Kurtosis		-.669
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Pay And Promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	2.3	2.3	2.3
	1	2	.7	.7	3.0
	2	5	1.7	1.7	4.7
	2	10	3.3	3.3	8.0
	2	22	7.3	7.3	15.3
	2	14	4.7	4.7	20.0
	3	15	5.0	5.0	25.0
	3	28	9.3	9.3	34.3
	3	31	10.3	10.3	44.7
	3	30	10.0	10.0	54.7
	4	16	5.3	5.3	60.0
	4	21	7.0	7.0	67.0
	4	28	9.3	9.3	76.3
	4	29	9.7	9.7	86.0
	5	16	5.3	5.3	91.3
	5	6	2.0	2.0	93.3
	5	20	6.7	6.7	100.0
Total		300	100.0	100.0	

Figure 5.6.5 Pay and Promotion factor in the organization



Interpretation:

The above histogram shows descriptive statistics for the variable “Pay and Promotion”. Mean is 3.29, median is 3.25, mode is 3, Standard deviation is 0.997. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents agree with the Pay and Promotion factor in the organization is good, which live up to the requirement. Skewness is -0.178, kurtosis is 0.669 since this value is less than 1 assumption of normality is not violated.

5.6.6 Skills and Ability factor

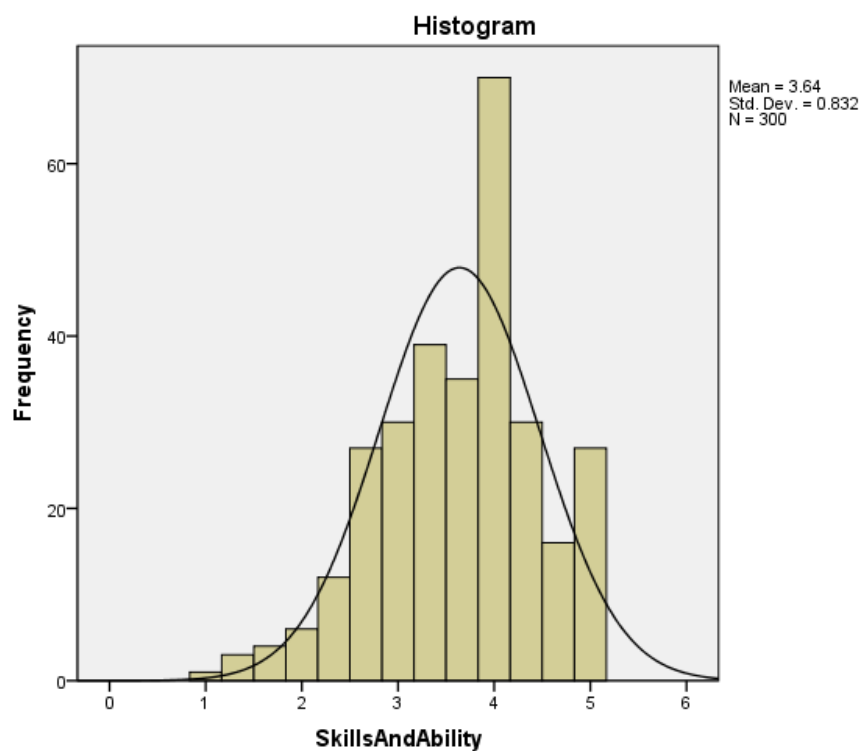
Table – 5.6.6 Respondents response on Skills and Ability factor.

N	Valid	300
	Missing	0
Mean		3.64
Median		3.67
Mode		4
Std. Deviation		.832
Skewness		-.432
Std. Error of Skewness		.141
Kurtosis		-.039
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Skills and Ability

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.3	.3	.3
	1	3	1.0	1.0	1.3
	2	4	1.3	1.3	2.7
	2	6	2.0	2.0	4.7
	2	12	4.0	4.0	8.7
	3	27	9.0	9.0	17.7
	3	30	10.0	10.0	27.7
	3	39	13.0	13.0	40.7
	4	35	11.7	11.7	52.3
	4	70	23.3	23.3	75.7
	4	30	10.0	10.0	85.7
	5	16	5.3	5.3	91.0
	5	27	9.0	9.0	100.0
	Total	300	100.0	100.0	

Figure 5.6.6 Skills and Ability factor



Interpretation:

The above histogram shows descriptive statistics for the variable “Skills and Ability”. Mean is 3.64, median is 3.67, mode is 4, Standard deviation is 0.832. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents agree that the Skills and Ability

provided by the organization is inclined towards the individual growth and organization requirement. Skewness is -0.432, kurtosis is 0.039 since this value is less than 1 assumption of normality is not violated.

5.6.7 Job factor

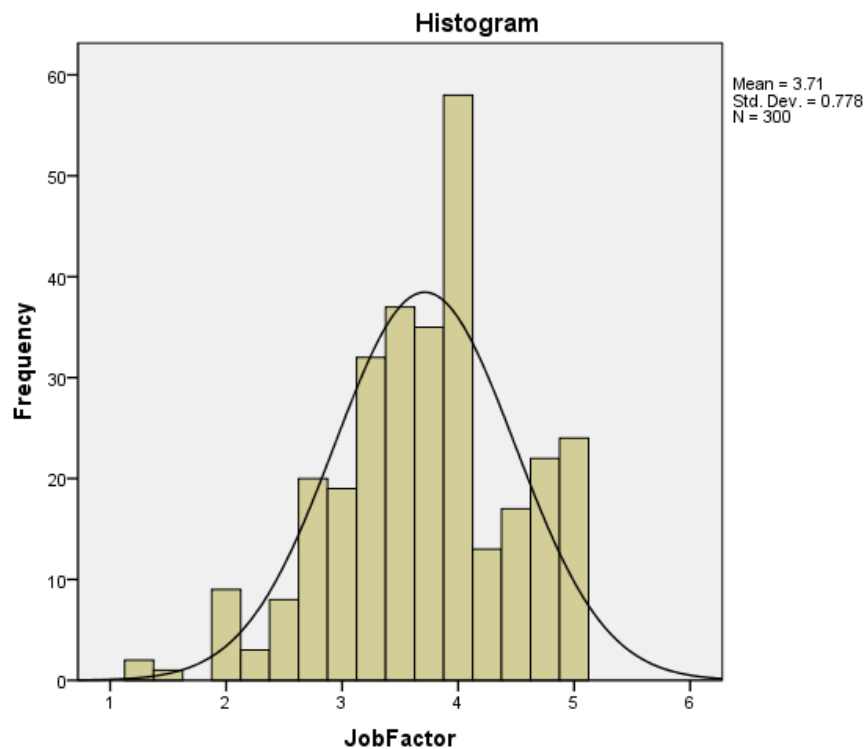
Table – 5.6.7 Respondents response on Job factor.

N	Valid	300
	Missing	0
Mean		3.71
Median		3.75
Mode		4
Std. Deviation		.778
Skewness		-.360
Std. Error of Skewness		.141
Kurtosis		.037
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

Job Factor

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.7	.7	.7
	2	1	.3	.3	1.0
	2	9	3.0	3.0	4.0
	2	3	1.0	1.0	5.0
	3	8	2.7	2.7	7.7
	3	20	6.7	6.7	14.3
	3	19	6.3	6.3	20.7
	3	32	10.7	10.7	31.3
	4	37	12.3	12.3	43.7
	4	35	11.7	11.7	55.3
	4	58	19.3	19.3	74.7
	4	13	4.3	4.3	79.0
	5	17	5.7	5.7	84.7
	5	22	7.3	7.3	92.0
	5	24	8.0	8.0	100.0
	Total	300	100.0	100.0	

Figure 5.6.7 Job factor



Interpretation:

The above histogram shows descriptive statistics for the variable “Job Factors”. Mean is 3.71, median is 3.75, mode is 4, Standard deviation is 0.778. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents agree that the Job Factor plays a significant role in overall satisfaction of employee. Skewness is -0.360 ,kurtosis is 0.037 since this value is less than 1 assumption of normality is not violated.

5.6.8 HR Practices in the organization

Table 5.6.8 - Respondents opinion on HR Practices in the organization.

N	Valid	300
	Missing	0
Mean		3.34
Median		3.43
Mode		3
Std. Deviation		.865
Skewness		-.086
Std. Error of Skewness		.141
Kurtosis		-.292
Std. Error of Kurtosis		.281
Range		4
Minimum		1
Maximum		5

HR Practices

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.3	.3	.3
	1	2	.7	.7	1.0
	1	9	3.0	3.0	4.0
	2	1	.3	.3	4.3
	2	3	1.0	1.0	5.3
	2	2	.7	.7	6.0
	2	1	.3	.3	6.3
	2	26	8.7	8.7	15.0
	2	7	2.3	2.3	17.3
	3	7	2.3	2.3	19.7
	3	26	8.7	8.7	28.3
	3	11	3.7	3.7	32.0
	3	14	4.7	4.7	36.7
	3	18	6.0	6.0	42.7
	3	16	5.3	5.3	48.0
	3	35	11.7	11.7	59.7
	4	17	5.7	5.7	65.3
	4	23	7.7	7.7	73.0
	4	7	2.3	2.3	75.3
	4	13	4.3	4.3	79.7
	4	12	4.0	4.0	83.7
	4	6	2.0	2.0	85.7
	4	10	3.3	3.3	89.0
	5	10	3.3	3.3	92.3
	5	6	2.0	2.0	94.3
	5	2	.7	.7	95.0
	5	15	5.0	5.0	100.0
	Total	300	100.0	100.0	

Figure 5.6.8 HR Practices in the organization

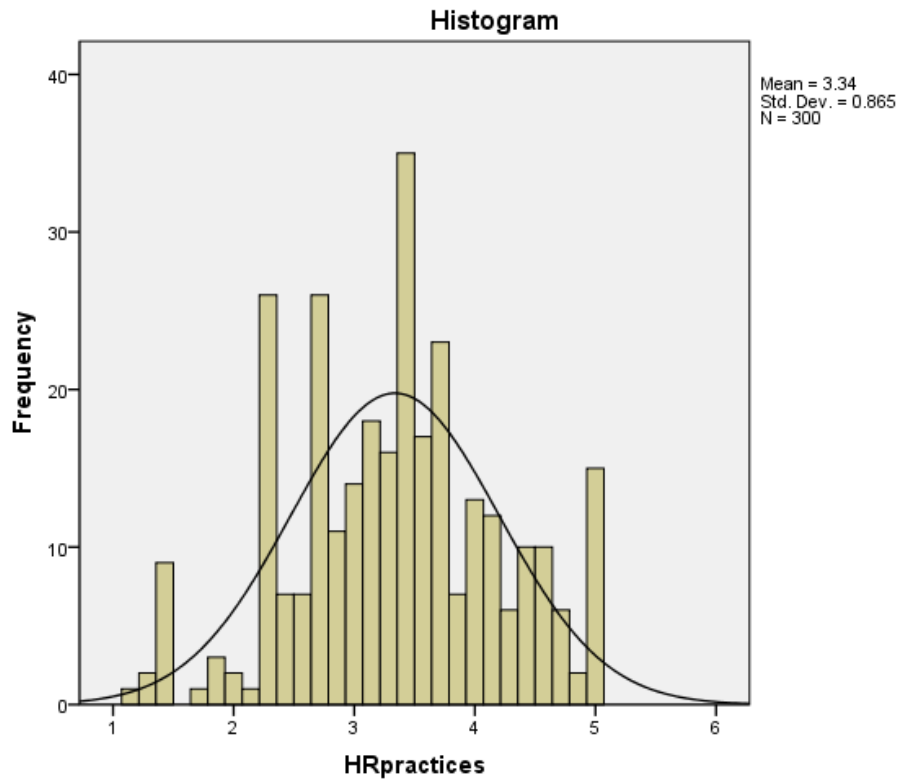


Figure no– 14

Interpretation:

The above histogram shows descriptive statistics for the variable “HR Practices”. Mean is 3.34, median is 3.43, mode is 3, Standard deviation is 0.865. Since Standard deviation is less than 1/3 of mean. Mean is the representation of entire data we can therefore conclude that respondents agree that the HR Practices carried out in the organization helps an individual to perform better. Skewness is -0.086, kurtosis is 0.292 since this value is less than 1 assumption of normality is not violated.

Table no- 5.6.9

Title – Respondents response on Time spend at work doing Creative Job

Frequencies

Creative work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10%-20%	77	25.7	25.7	25.7
	30%-40%	64	21.3	21.3	47.0
	50%-60%	100	33.3	33.3	80.3
	70%-80%	49	16.3	16.3	96.7
	90%-100%	10	3.3	3.3	100.0
	Total	300	100.0	100.0	

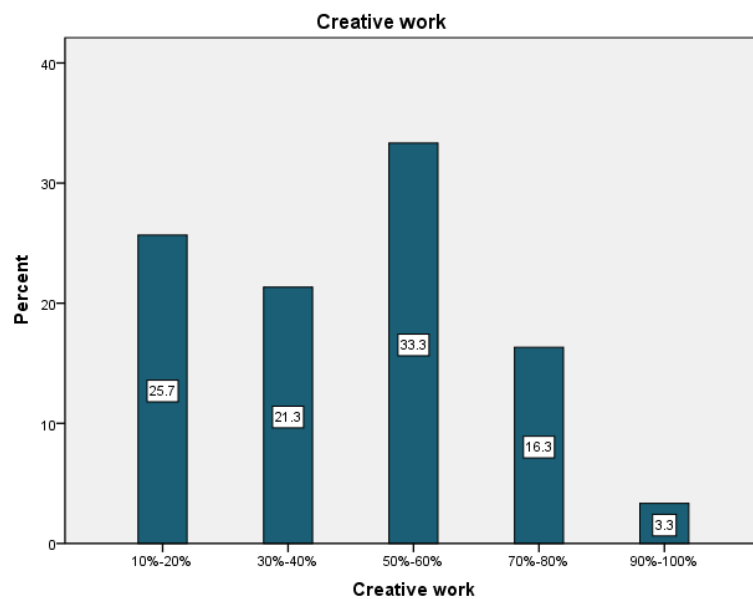


Figure no -15

Interpretation:

The above bar diagram shows Creative Work done by the respondent's shows frequency distribution table & bar chart for variable "Creative Work". 25.7% of respondents say they do 10- 20% of creative work, 21.3% of respondents say that they do 30 – 40% of creative work, 33.3% respondents say that they do 50 – 60% of creative work, 16.3% respondents say that they do 70 – 80% of creative work , 3.3% respondents say that they do 90 – 100% of creative work.

Table no- 5.6.10

Title – Respondents response on Time spend at work doing Routine work

Frequencies

Routine work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10%-20%	35	11.7	11.7	11.7
	30%-40%	27	9.0	9.0	20.7
	50%-60%	102	34.0	34.0	54.7
	70%-80%	99	33.0	33.0	87.7
	90%-100%	37	12.3	12.3	100.0
	Total	300	100.0	100.0	

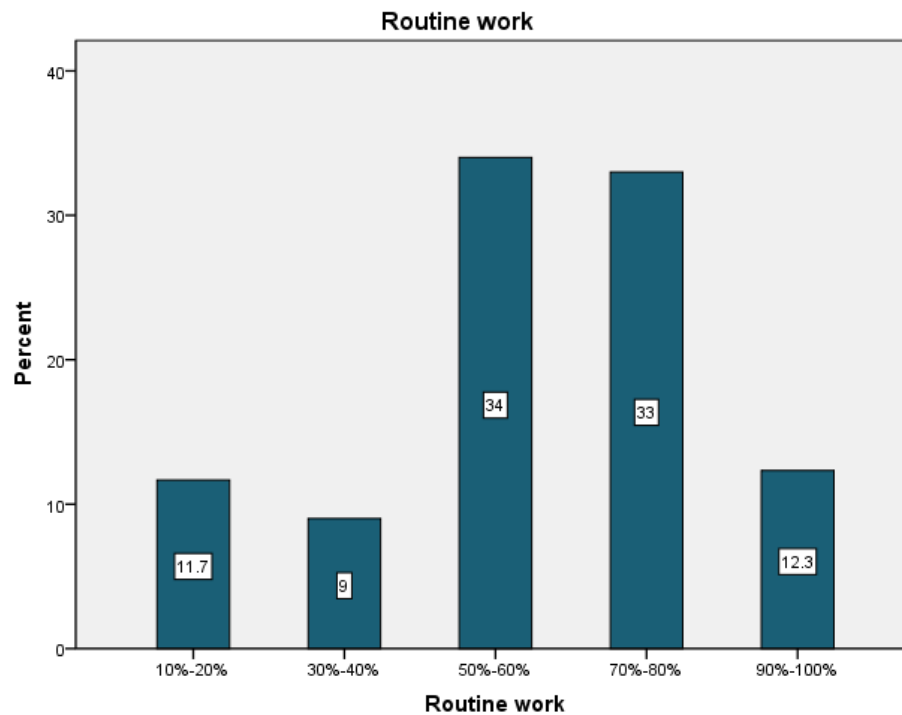


Figure no- 16

Interpretation:

The above bar diagram shows Routine Work done by the respondent's shows frequency distribution table & bar chart for variable "Routine Work". 11.7% of respondents say they do 10- 20% of routine work, 9% of respondents say that they do 30 – 40% of routine work, 34% respondents say that they do 50 – 60% of routine work, 33% respondents say that they do 70 – 80% of routine work , 12.3% respondents say that they do 90 – 100% of routine work.

5.6 Factors influencing Job Satisfaction

Table: 5.6.11 Respondents response on what Employees ideas been considered for decision making

Frequencies

Statistics

Working Environment (Actual)

N	Valid	300
	Missing	0

Working Environment (Actual)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	135	45.0	45.0	45.0
	2	50	16.7	16.7	61.7
	3	41	13.7	13.7	75.3
	4	38	12.7	12.7	88.0
	5	36	12.0	12.0	100.0
	Total	300	100.0	100.0	

Statistics

Salary(Actual)

N	Valid	300
	Missing	0

Salary(Actual)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	78	26.0	26.0	26.0
	2	60	20.0	20.0	46.0
	3	61	20.3	20.3	66.3
	4	49	16.3	16.3	82.7
	5	52	17.3	17.3	100.0
	Total	300	100.0	100.0	

Frequencies

Statistics

Flourishing opportunity(Actual)

N	Valid	300
	Missing	0

Flourishing opportunity(Actual)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	56	18.7	18.7	18.7
	2	67	22.3	22.3	41.0
	3	82	27.3	27.3	68.3
	4	48	16.0	16.0	84.3
	5	47	15.7	15.7	100.0
	Total	300	100.0	100.0	

Frequencies

Statistics

Position I hold (Actual)

N	Valid	300
	Missing	0

Position I hold (Actual)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	36	12.0	12.0	12.0
2	61	20.3	20.3	32.3
3	49	16.3	16.3	48.7
4	75	25.0	25.0	73.7
5	79	26.3	26.3	100.0
Total	300	100.0	100.0	

Statistics

Recognition for my work(Actual)

N	Valid	300
	Missing	0

Recognition for my work(Actual)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	60	20.0	20.0	20.0
2	50	16.7	16.7	36.7
3	42	14.0	14.0	50.7
4	80	26.7	26.7	77.3
5	68	22.7	22.7	100.0
Total	300	100.0	100.0	

Statistics

Working Environment (Expectation)

N	Valid	300
	Missing	0

Working Environment (Expectation)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	127	42.3	42.3	42.3
	2	50	16.7	16.7	59.0
	3	36	12.0	12.0	71.0
	4	52	17.3	17.3	88.3
	5	35	11.7	11.7	100.0
	Total	300	100.0	100.0	

Statistics**Salary (Expectation)**

N	Valid	300
	Missing	0

Salary (Expectation)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	34	11.3	11.3	11.3
	2	81	27.0	27.0	38.3
	3	91	30.3	30.3	68.7
	4	37	12.3	12.3	81.0
	5	57	19.0	19.0	100.0
	Total	300	100.0	100.0	

Statistics**Flourishing opportunity (Expectation)**

N	Valid	300
	Missing	0

Flourishing opportunity (Expectation)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	41	13.7	13.7	13.7
	2	73	24.3	24.3	38.0
	3	77	25.7	25.7	63.7
	4	66	22.0	22.0	85.7
	5	43	14.3	14.3	100.0
	Total	300	100.0	100.0	

Statistics**Position I hold (Expectation)**

N	Valid	300
	Missing	0

Position I hold (Expectation)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	38	12.7	12.7	12.7
	2	51	17.0	17.0	29.7
	3	76	25.3	25.3	55.0
	4	82	27.3	27.3	82.3
	5	53	17.7	17.7	100.0
	Total	300	100.0	100.0	

Statistics

Recognition for my work (E)

N	Valid	300
	Missing	0

Recognition for my work (Actual)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	54	18.0	18.0	18.0
	2	56	18.7	18.7	36.7
	3	55	18.3	18.3	55.0
	4	56	18.7	18.7	73.7
	5	79	26.3	26.3	100.0
	Total	300	100.0	100.0	

Actual	1	2	3	4	5
Working Environment	45	16.7	13.7	12.7	12
Salary	26	20	20.3	16.3	17.3
Flourishing opportunity	18.7	22.3	27.3	16	15.7
Position I hold	12	20.3	16.3	25.1	26.3
Recognition for my work	20	16.7	14	26.7	22.7

Expectation	1	2	3	4	5
Working Environment	42.3	16.7	12	17.3	11.7
Salary	11.3	27	30.3	12.3	19
Flourishing opportunity	13.7	24.3	25.7	22	14.3
Position I hold	12.7	17	25.3	27.3	17.7
Recognition for my work	18	18.7	18.3	18.7	26.3

Conclusion -

The above analysis showed the comparison of the employee actual state and their expectation from the organization. It was observed that there is not much difference among two baring Salary as a component.

CHAPTER V

Data Analysis

Phase – II

5.6 INTRODUCTION

At the end of Phase – II, there felt a need to take an opinion by some senior people worked with IT Industry. Therefore some Employers were selected to be met to discuss their views of Employee Job Satisfaction and their expectation for employees. These experts were selected from different IT companies.

25 Factors which influence Job satisfaction (These were observed during the Interview)



Figure 5.6.1 - 25 Factors which influence Job satisfaction

5.6.1 What Factors Affect Employee Job Satisfaction?

Poor employee performance and productivity is an impact of Low job satisfaction. Factors that may affect employee job satisfaction consist of benefits and compensation. Safe work environment, Job security may also help escalating job satisfaction. Challenging work lead to happier employees. Smooth flow of communication between managers and employees can help ensure employee job satisfaction.

Major factor that affect the Job Satisfaction is Compensation. Monetary factor is not the only thing to consider when looking at factors that affect employee satisfaction. Belief system of Employee's need to alter in the way that they being paid enough for the work they are doing. Generally, when it comes to IT Industry employees are paid more because of the technicality, difficult or time-consuming job which they do. An employee benefit is one more criteria which make them happy. This would be more inclined towards employees who have spent good tenure in the organization.

Job security is also a very significant factor that may affect employee job satisfaction. Employees will often feel more protected and secured, therefore more satisfied.

Communication also plays a vital role when it comes to employee job satisfaction. Employees who feel they given attention and there is someone who address their concerns or problems satisfied with their jobs.

An Unethical work environment can often lead to negative employee job satisfaction. Employees who believe they are treated impartially and with esteem are often very happy with their jobs. On the other hand, employees who are. Are not given attention, or are ignored, disrespected are often very unsatisfied with their jobs.

Employees who work in nontoxic environments also have a very high level of job satisfaction.

The Job which is monotonous and repetitious in nature are simply and is easy, may also affect employee job satisfaction in the long run. Execution the exact similar monotonous task regularly does not appeal to employees. Giving employees with challenges or different task may help getting rid of this problem. A quarterly or annual Incentive and bonus which most

the companies give now a day helps in high productivity and Job Satisfaction amongst employees.

5.6.2 Measuring Employee Job Satisfaction?

Job satisfaction is a business term that refers to a person's satisfaction with his or her job. Various factors can add to an employee's satisfaction or dissatisfaction. Such factors can include the work environment, employee relations, and salary, motivation, pay and promotion.

Employee satisfaction is a measure of how happy employee is with his /her job and working environment. Keeping morale high among employees also helps in achieving loyalty amongst employees for the organization.

Employee bonding and making the employees feel that they are the part of a family or team. Holding companies events, such as parties or outbound activity, can help build close bonds among workers. Companies also participate in team-building activities that are intended to reinforce the working relationship of the employees in a non-work relate task.

To measure employee job satisfaction at work, companies have compulsory reviews or face-to-face meetings, get-togethers. Interviews with company management (Town hall) can help employees feel that their voice has been heard and their concerns addressed.

Respect works as heart blood relation with employee satisfaction. Any interaction which taken place among the management, employees they should be treated with lot of consideration and interest.

Now a day's companies are focusing on providing amenities to employees which can future to improve morale. Providing them with comfortable, break room with basic necessities such as running water. Thought the air of professionalism is essential for most business, allowing employees to keep family photos or small trinkets on their desk make them feel more comfortable at their workstation.

Human resource management experts regularly measure employees' job satisfaction. This can take place informally through conversations between employees and their managers or with HR of the organization.

Many organizations now focus on internal employee satisfaction surveys to analyze the results of their employees. And conduct the workshops or training sessions to help their employees determine the professional roles that suit them.

5.6.3 What are the different methods of Measuring Job Satisfaction?

Using surveys, interviewing employees and monitoring performance targets are few methods which can be used to measure Job Satisfaction. Which method to use depends on the level of complexity of business feels could be causing the dissatisfaction.

Interviewing employees as a method of measuring job satisfaction is mostly useful in organizations that have positive relationships with employees and believe the problem is too simple refined to be understood with a survey.

Comparing the standards with performance is a method of measuring job satisfaction that requires a business to be an active observer. Most common method of measuring job satisfaction is Surveys. A survey can assess satisfaction in the areas of pay, promotion, managing, tasks and peers. Surveys with the majority of questions in the multiple-choice format typically are preferred so that responses can be compared and analyzed more easily.

5.6.4 Relation between Job Satisfaction and Performance

Research says that there is a linking between job performance and satisfaction. The general perception is that when an employee is happy with his or her working situation, the performance is high. Few employers said that there is no direct connection between job satisfaction and performance, however that the two are ultimately connected based on the nature of the employee.

On the same lines, low job satisfaction has been thought to be directly linked to poor job performance. Basically, if an employee is assigned tasks outside the scope of her or her knowledge, and has difficulty managing those responsibilities, the level of satisfaction with the job is automatically reduced. This can result decreased performance and a loss to the employer.

Factors which show strong connection between employee job satisfaction and performance are mindset and attitude. With this theory, it is the personality of the employee that eventually determines how happy an employee is doing his or her job. Other characteristics such as the level of self-esteem, emotional stability of the employee, and work ethic of the individual determine whether or not the employee is satisfied with the organization. With this thought, it is said that job satisfaction and performance are the results of the employee's internal processes and not directly related to the efforts of an employer to make the workplace and the assigned tasks a good fit for the employee.

5.6.5 Relation between Attitudes and Job Satisfaction

It was observed that there is strong relationship between the employee's attitudes and their level job satisfaction. Generally, the more optimistic environment an employer gives, the more job satisfaction an employees will be, and this ultimately lead to high work productivity.

The overall culture can also influence employees' attitudes and job satisfaction. If the organization respects the individual religion and culture automatically he or she starts having a strong bonding with the organization which leads to high job satisfaction

Behavioral aspects which improve the employees' attitudes and job need to be work out. For example, high turnover, or absenteeism could be a result of stress and sickness that are produced from low job satisfaction. Employee's feedback can help the employer to drown a midway to match the employees expectation.

Employers who create environments where employees are paid as per industrial standards there the employees have positive thought process for their work and organization.

Attitudes toward an employer are often prejudiced by associations with colleagues. If there is a strong sense of a team work there is healthy environment in the organization and vice versa.

5.6.6 Relation between Personality and Job Performance

IT Industry rolls around people who are technically sound. Studies looked at the relationship between cordiality, carefulness, honesty to experience, self-respect, and emotional stability to determine if the two were related.

Usually when it comes specific sector Information Technology, where people are hirer on the basis of combination of personality tests and emotional intelligence tests to evaluate prospective employees. There are several test which indicates the psychology and mental state of an employee. However the terms conscientiousness — being principled, disciplined, and careful and job performance.

5.6.7 Relation between Motivation and Job Satisfaction

Job satisfaction and Employee motivation are related concepts. Higher job satisfaction is directly connected to higher motivation. The more motivated an employees feel in a particular job role, the more satisfied he is manage job responsibilities effectively. Increased job satisfaction, therefore, leads to balance pattern between personal and professional motivation.

Mapping for employee requirement and motivating them for job is itself a difficult mission. Pay scale, benefits, and working environment, recognitions are motivating factors, which, create the job satisfaction. Other motivation, such as personal or professional goals, self-respect, and fascinating work and challenging, has impact on employee motivation and job satisfaction.

Concentrating on improving job satisfaction will boost higher levels of output, decreases employee turnover, and reduce the employee absenteeism.

Clarity about Quality Output and capabilities need to be realized by the employee which ultimately improve efficiency and motivate them to perform effectively.

Low motivation and job satisfaction adversely affect morale, employee attitudes, and then, the further desire or motivation to be effective employees. Unhappy employees have very less interest in the organization goals and so does he have little motivation or interest in organizational goals.

5.6.8 Relation between employee job satisfaction organizations Commitment

Job satisfaction may be defined as pleasure, passion for one's job. The connection between job satisfaction and organizational commitment is strong. When an employee has loyalty to the employer, turnover rate decreases, his or her productivity increases, and negative behaviours decline. A satisfied employee is normally much more faithful and loyal to the employer than an employee who is dissatisfied.

Compensation mapping done by employer through specialists are sometimes brought into a company to perform a compensation review.

Financial rewards are not the only influential factor in job satisfaction. Employees often place an important upon their association in and at the workplace. With addition even the fringe benefits may sometimes be just as important to an employee as financial benefit. IT industry plays a major role in providing benefits to employee like (WFH) work from home, providing family support services like onsite childcare, crèche facilities for women's employees, flexible working hours.

5.6.9 What Initiative employees should take to increase the Job Satisfaction?

Initiative which employee should take is responsibility and profile they work on. Work what they do should be justify their job. Employees should have a sense of Self-realization while they are on job which will make them give their 100%.

Employers should keep on upgrading themselves with the new technology which hits the market, to share the core competency in the market. For example, Employee working for Google, have their own identity there is sense of achievement there is scalable aspiration. Employee should create his importance by his own core competency.

Employees should be proactive to learn new technologies and exploring the area which makes him core competent in the industry.

Occupation hazard is something which employee should take care of. These need to be given attention as an when required to get quick recovery and a Healthy professional and personal life.

5.6.10 What can be the Strategic plan for talent retention and Reducing Attrition?

Usually when it comes to IT industry 20- 25% attrition is Healthy in nature. The percentage of attrition is necessary in IT Industry so that new talent can be observed and up-gradation can help the employees to move on. When fresher is hire the first thing what he look for is good salary package, (CTC), Brand Name. However the experience employee at (3-6 yrs.) looks at Job Profile, growth, Benefits, Carrier Planning, stability comes in picture. Retention of top talent (15-20%) can be retained by the organization. Merit salary Increment (MSI) eventually everything boils down on employee engagement. The organization name GE has a separate Cell who works on mapping the requirement of the employees.

The retention should focus on the Employee Performance which should be judge on the task given which future scope it to find out the complexity, and making business work at Micro Level. Employer on the other hand need to constantly analyze the need. Quarterly review of employees and giving feedback - Action taken after feedback is also important. The Root cause of attrition is gap between employee capacity, ability, and employer expectation. Layoff (Silent and mass) however there are reasons for the it could be business environment, market condition, economy.

5.7 Reliability Test for Summited scales

Reliability can be defined as the extent to which measures are free from random error, X_R . If $X_R = 0$, the measure is perfectly reliable. Approaches for accessing reliability include the test-re test, alternative forms and internal consistency methods.

The internal consistency reliability is an approach for accessing the internal consistency of the set of items when several items are summated in order to form a total score for the scale

Appendix # 4

Sr.no	Summited Scale	Cronbach's Alpha Value	N of Items
1	Working Environment and Nature of Work	.814	4
2	Relationship with Managers and colleagues	.818	4
3	Communication	.794	4
4	Motivation	.820	4
5	Pay and Promotion	.873	4
6	Skills and ability	.760	3
7	Job Factor	.770	3
8	HR practices	.883	7

Interpretation – All the summited scales were above the threshold 0.7 thus it meets the criteria of reliability

CHAPTER VI

Findings and Conclusions

6.1 Introduction

The primary purpose of this study was to find out factors influencing Employee Job Satisfaction. The hypotheses were postulated to help the researcher find these factors.

The data collected was in regards to the Employees in the selected IT Companies and their level of job satisfaction and factors influencing there Job Satisfaction. The research topic featured to be the most sensitive department in the whole organisation structure, also influenced the rolling of management and employees.

6.2 Summary of Research Findings

The descriptive statistics table helps us to derive satisfaction level of employees on various factors:

1. The purpose of the current study was to examining the Employee Job Satisfaction in IT Industry. In summary, Motivation, Employee Engagement communication in the organization, Employee Empowerment, HR Practices showed significant relationships with the job satisfaction.
2. Out of the total respondents 252 responded (84%) said that Employee Engagement is followed in their organization however 48 respondents (16%) said that it is not followed in the organization. Employee Engagement has a positively correlated with job satisfaction. Therefore, the employees who are engaged in their job are rather satisfied in their job. Working condition and Organizational Climate is positively linked with job satisfaction. Therefore, the employee who perceives there working condition and organizational culture as innovative or supportive are rather satisfied in their job.
3. It was found that out of the total respondents 240 responded (80%) said that management seeks concern for the employees and 60 respondents (20%) did not agree with the statement. Employee feels connected with the organization when there

problems are address. Managers should make sure that they are connected with their employees; this will leads to employee job satisfaction.

4. It was found that out of the total responses 252 respondent (84%) feel kinship in the organization wherein 48 respondents (16%) didn't feel the same. Feeling of Kinship in the organization depends on the passion one has for working in the organization the level of interest in job, perks, relationship with their managers and colleagues, benefits they receive from the organization, work life balance. So the organization should take additional efforts to provided healthy internal & external environment.
5. It was found that out of the total responses 240 responded (80%) said that management delivers on its promises and 60 respondents (20%) did not agree with the statement. Employees have very strong bonding with his organization when their problems are address, also when if it is not they start losing on the trust they have in the organization which further lead to disappointment, low productivity and job dissatisfaction.
6. It was found that out of the total respondents 255 respondents (85%) said that they would refer, recommend their companies to family and friends their organization, However 45 respondent (15%) said they will not recommend their organization as a better place to work at. When employee is satisfied with the factors related to his job he will have a sense of Advocacy, Loyalty. So he starts branding his organization and organization need not take any extra efforts do so.
7. The differences of the means of job satisfaction among the various HR Practices followed by the organization, was significant. According to the regression model outputs developed based on the HR Practices followed by the organization, the variation in job satisfaction explained by the independent variables feeling Kinship in the organization. This implies that the impact of effective and employee centric HR Practices for the employees helps increasing level of job satisfaction.
8. It adds value in performance, goodwill, customer service.
9. Recognizing employees' performance through appreciation giving away awards is believed to be a cost-effective way of increasing employee satisfaction and moral.
10. It was found that out of the total respondents 78.3% of respondents said management expect said Efficiency at work, 81.7% of respondents said management expects Smart work from employees, 65.3% of respondents said management expects self-motivated employees on job, 66.3% of respondents said management expects Committed & Loyal employees. As IT industries have employees who need to have a strong

technical knowledge and a rational and logical thinking, management expects them to do smart work, followed by efficiency at work, self-motivated, having strong Commitments and loyalty for the organization.

11. Out of the total respondents only 3.3% said that they are engage in doing 100% creative work and 12.3% respondents said that they do 100% of routine work, other said that they have a combination of Creative and routine work.
12. Some main points emerging out of the blend of (empirical and qualitative analysis) are enumerated as below:
 - a. HR Practices which are Employee Centric were adapted by all selected IT companies.
 - b. Strong communication between top managers and employees has been found to exist in the selected IT companies
 - c. Upgrading Skills and abilities of employees by ensuring continues training and development activities helps the companies to remain competitive.
 - d. It is observed that in majority of IT company employees are given opportunity to participate in the planning and controlling of the activities which boost morale of employees and they feel connected with the organization.
13. A encouraging and positive work environment can improve morale of employees and encourage them in congruence to accomplish the job done.
14. Multi-skilling and job- rotation is helpful for the organization.
15. Most importantly, the study has been able to culminate into “Conceptual framework” and “*A 4 Wheel Approach*” to improve on overall Job Satisfaction.

6.3 Fulfillment of objectives

1. To identify and measure the satisfaction level of the employees in IT Industry, Pune.

Factors 1 to 15 from the questionnaire

2. To study and examine the role of employer relating to employee job satisfaction
 - Benefits and compensation
 - Measuring Employee Job Satisfaction
 - Relationship Between employee motivation and Job Satisfaction
 - Relationship Between Employee Job satisfaction and organizational Commitment
 - Initiative which employees should take to Improve their Job Satisfaction
 - Strategic plan for talent retention and attrition

3. To study the factors responsible for Job Satisfaction

Factors	Mean	Median	Mode	SD
Working Environment and Nature of Work	3.97	4.00	4	0.723
Relationship with Managers and Colleagues	3.79	3.75	4	0.816
Communication	3.65	3.75	4	0.856
Motivation	3.59	3.75	4	0.916
Pay and Promotion	3.29	3.25	3	0.997
Skills and Abilities	3.64	3.67	4	0.832
Job Factors	3.71	3.75	4	0.778
HR Practices	3.34	3.43	3	0.865

In all the above factors the Standard Deviation is less than 1/3 of Mean. The Skewness and kurtosis is less than 1, so the assumption of normality is not violated.

4. To study the possible impact of satisfaction of employees on their job performance.

Factor number 7, 13, and 15 from the questionnaire.

5. To study the gap between expectation and perception level and the real picture.

Factor number 16 and 17 from the questionnaire.

Finding of the undertaken research adhere to the following questions.



CHAPTER VII

Recommendations and Suggestions

7.1 Introduction

The part of recommendations and suggestions strongly believes in the researchers understandings while performing the research task. These recommendations come out as a result of efforts taken to accomplish the specific work. After accomplishment of this research task, the researcher felt immense need to develop a Model which will help the industry to work smooth. The previous researches on the topic discuss on different conceptual framework. But now a days the HR management is becoming very crucial as it has to manage the employee's emotional with his physical presence in the organization. Therefore, it is moreover becoming an art rather than a general study. The results show that the overall level of job satisfaction amongst Employees is quite satisfactory. The study found a positive correlation between level of employee Job Satisfaction and factors such as HR Practices and communication.

7.2 Major Recommendations and Implication

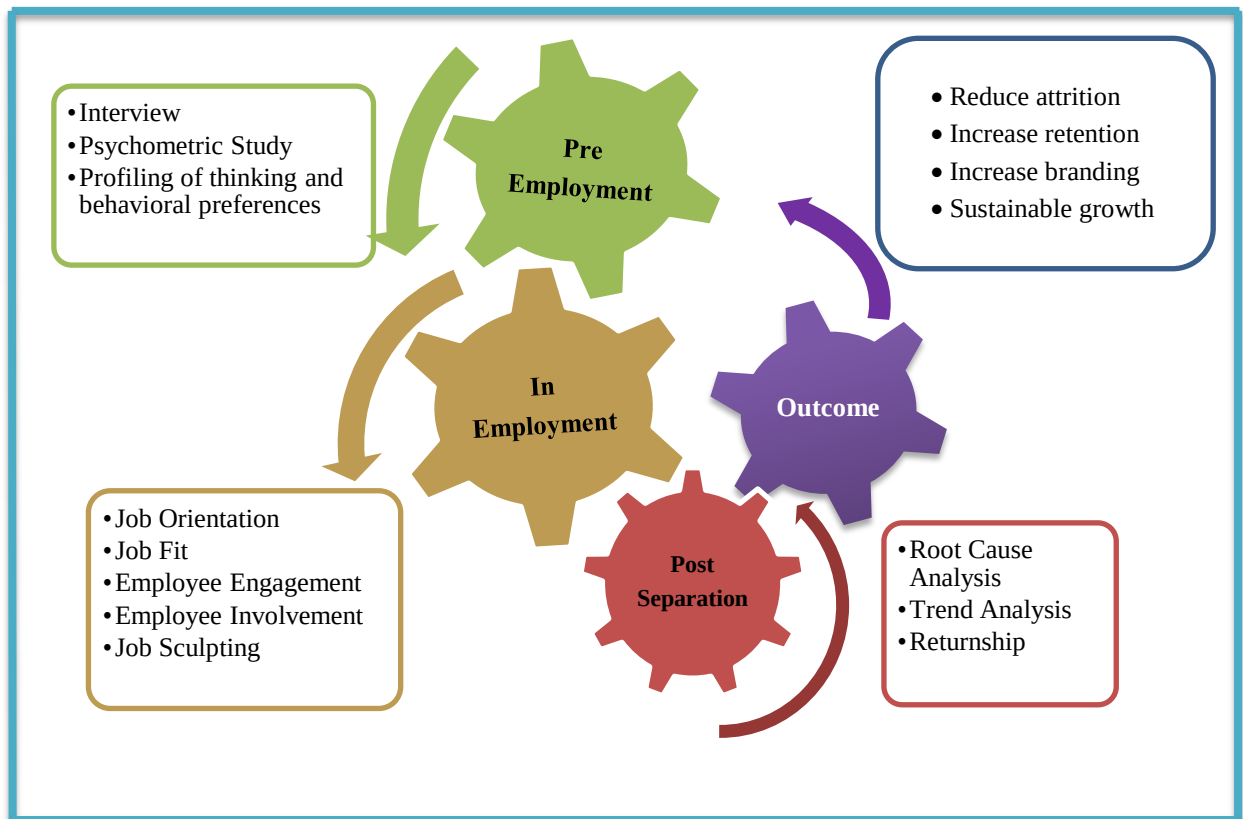
The major recommendations and implications of the research are summarized as follows:

1. The Policy maker should ensure better job security and a sound organizational culture as these two are the guiding factors for ensuring a better work place. Sample characteristics show that satisfaction with security provided by the job and satisfaction with organization as a whole were the two variables which had the maximum positive response from the respondents. The least preferred determinant was Skills and ability, Pay and promotion which have been carried out for all employees.
2. There was a positive concern from the higher officials of the organization for initiating the mentorship program which can take care of improving the satisfaction level of employees. It was also found that the confidence level of the employees who were subjected to the mentoring program was below expectation. More mentoring

program can be put forwarded by the employer to up skill the employees, re-engineer there capabilities, efficiency and moral which will further help in building up a Healthy organization.

3. It is found that male and female respondents have no different perceptions of HR practices and job satisfaction. Therefore the organizations should take care of HR practices catering to satisfaction of employees with information, variety, closure and pay in their jobs to ensure job satisfaction in the organization.
4. The research conducted in this study illustrates the importance of job satisfaction especially in an IT Industry i.e. Knowledge economy. Since a large number of young generations are engage in this industry, it is important to consider ways of improving their satisfaction. From the research one can conclude that it is recommended to the IT Institutions that it is important to keep job satisfaction high so as to improve performance of the company.
5. Besides, variation in employee gender doesn't bring out significant perception differences in terms of HR practices and job satisfaction in an organization.
6. Giving audience to employee insights and suggestions for improvement gives an organization an invaluable dimension of information that can truly be acted upon to increase workplace satisfaction and improve business processes.
7. After the vast analysis of data, it was found that people should develop more positive attitude.
8. Employee surveys are an essential and widely accepted tool that businesses use to solicit internal feedback. Requesting the opinion of employees through company surveys is an ideal way of boosting morale to those who might not have other opportunities to confidentially express their views and suggest ideas about the organization.

7.3 A 4 Wheel Approach



Pre-Employment

➤ **Interview**

Recruitment or Interview process can be combination of reasoning behavioral, business case, customer service, data structures, job-specific leadership, and logic marketing which can help rationalize the process.

➤ **Psychometric Study**

Psychometric helps in measuring the mental state of mind. Psychometric tests try to accurately measure aspects of your mental capacity and ability. Individual are most likely to come across psychometric test when they are facing the recruitment or selection process. Moreover there are occupational psychometric tests which help employers for selecting the most suitable candidates for a particular. This test is a majorly used mainly in the selection

and recruitment process. It is acknowledged with a fact that the tool is so effective that it gives insight of individual's psychological thinking.

Psychometric testing can be conducted in office using online software applications. The duration of test may vary with the depth of the test ideally it should not take more than 15 - 20 minutes to complete. There are tests which are available to evaluate management styles, personality, marketing and sales capacity.

The selection process in the organization can be improved by using the Psychometric testing. Many businesses' around different verticals use this test for getting right person for the right job. After the candidate takes the test the results can be viewed approx. 5-10 seconds.

Psychometric testing is mainly classified in three groups.

Aptitude testing is also work related, will the candidate perform his / her job well.

Ability testing help to find out the candidate's ability to work under pressure his potential to perform the task.

Personality testing gives and overview of individual habits his psychology managing people and relation at workplace.

➤ **Profiling of thinking and behavioral preferences**



The Emergenetics Profile¹ is an exclusive instrument that provides an insight of and individuals thought process and behaviour. It is a scientifically-based, easy to apprehend.

- Several evaluating tools are based mainly on psychosomatic factors however there are some addition of brain-research. It focus creates a difference in accent, significance, and relevance.
- As science has demonstrated that male and female brains are dissimilar, this technic help in understanding the individual differently.
- It offers results that clarify the individual both as a solo and general public.
- This technique can be used by the help of structure questionnaire with Liker scale, allowing the respondent to rank the level of his/her alignment with the question or statement put forward.
- Emergenetics uses diverse colours to characterize thought process and behaviour.

During Employment

➤ Job Orientation

Orientation aids to integrate the new joiner by familiarizing them to other employees, and enlightening them to the organizational code of conduct.

➤ Job Fit

Job fit is an indicator that clarifies whether there is a connection between an employee's skills, knowledge and experience and the job requirement. When this two gears match, both the organization and the individual feel satisfied with the performance.

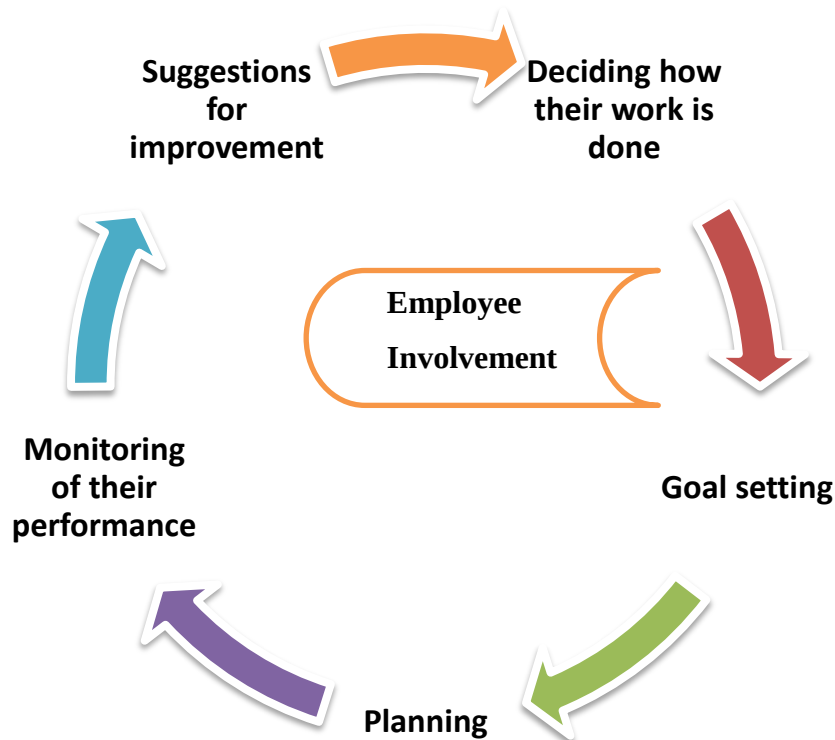
➤ Employee Engagement

When employees are engrossed in their work and they have an emotions attached with their organization, their work. Task or the work given should neither be burden nor get monotonous an individual should enjoy his / her work.

¹Source - <http://www.emergenetics.com/products/emergenetics-personality-assessment>

➤ **Employee Involvement**

It is always said when an employee is involved in decision making he feel motivated and start getting connected with the organization which future impact positively on his performances.



➤ **Job Sculpting (Stay /Exit Interview)**

This initiative was found very knowledgeable and interesting by the researcher. This measure of Job sculpting can be considered as a prescribed tool as per the audit scoring. In these days of talent wars, the best way to keep your stars is to know them and then use that information to customize the careers of their dreams. This article explains the importance of Job Sculpting in the Organisation with the growth perspective. Job Sculpting is said to be the art of retaining your best people, in the organisation. Hiring competent resources is a tough job nevertheless; keeping them is even tougher. However in today's scenario the retention and maintenance of talented staff in the organisation is becoming a big task in front of the senior executives. Past several years' research has proved to the relation of job satisfaction to the total business improvement. Thus, HR heads today needs to play a role of psychologist as well as detective to retain the talented masses. It is assumed that the employee's

productivity is directly related to the job satisfaction of the employees, but the research has proven it half right. Some thoughts are made by the past researchers, the above statement sound logical enough but the in fact, the strong skills of a person doesn't every time reflect or lead the job satisfaction. The solution to this is the employees should be judged and studied according to their embedded interests and not only the satisfaction at work. Therefore some MNCs look forward for the establishment of such hobby centres at the work place. Hobbies may include any hobby such as reading, sports (indoor and outdoor painting, etc. Job Sculpting is basically an art of a HR manager leading the organisations talented staff; this art requires a skill to play a dual role and to manage the task successfully. Deeply embedded life interests of the employees do not determine what people do at their work place; this is the drive which makes them happy. This happiness often translates into a commitment which keeps people more engaged and keeps them away from quitting.²

Post Separation

➤ Reduction Mechanism

This mechanism will help the practitioners to reduce the attrition and turnover among the employees working at first level and middle level.

In this process HR needs to frame a mechanism to find out why employees are leaving the job or surrendering their services. If it is not an honest reason then the signal is alarming and HR with joining hands with management should take corrective action for the same. As it may hamper the efficiency and goodwill of the organization.

➤ Trend Analysis

Trend Analysis is the exercise of gathering data and bidding to plug an outline, or trend, in the information. Although it is renowned in finding out investment

² <http://hbswk.hbs.edu/archive/875.html>

schedules this concept can be also used for strategizing employment of resource at various levels. To keep an eye on trends followed by the organization or the companies working in the same industry this will also help the organization to threshold the competition.

➤ **Returnship**

Returnship is more over like an internship where one has to work on an assignment on trial basis. It is deliberate with keeping women employees in mind, as a means for bringing mothers back into the job role after upbringing her children. Candidates are invited to a trial period lasting a period of weeks or months.

Limitations of the Study

All research has its limitation and this study is no exception. While the study was going on, the researcher attempted to be as scientific as possible; the present study however has some limitations.

Firstly, the limitation concerns the measures used in the study. The measures included in this research were all based on the perceptions of the participating employees. Hence respondent error can occur.

Secondly, responses (with respect to job satisfaction and HR practices) have been lobbied from the employees of the selected IT companies. The perception of employees may vary from those of the rest of IT companies.

Since the study was very sensitive in nature an high degree of confidentiality was kept with those selected IT companies.

The selection of a more representative sample from Pune would bring more informative and inclusive understanding for better and well-informed decision making. As a result, the generalization of the findings of this research should be considered carefully.

Sample size ($n = 300$) was relatively small. But the sample used in the study was representative of the diverse group of the organization.

7.4 Recommendations for future research

Further research can be carried out by enhancing the proposed model and it can further be analysed using different samples. Utilizing samples from different geographical locations might improve the model further.

Similar study can be conducted as comparative studies between different age groups, Genders.

The researcher did the research on employees working in IT Industries similar study can be conducted among employees working in BPO, KPO specifically.

7.5 Concluding Remarks

The present work has touched upon the various aspects of Job satisfaction at a suitable designed level for the framework of this research. Therefore this can be considered as a base any future research can start from this point as well as more specific studies in the selected key areas. The gap can be certainly bridged by breakthrough technologies and by an upshot passionate work–culture. In the present study modern techniques like Psychometric Study, Emergenetics, Job Sculpting, Root cause analysis, and Trend Analysis have been attempted.

If the company can create a work -culture where the employees share their knowledge, get respect as well as appreciation, the employees will be more encouraged to share knowledge with others peers. Which in turn will improve the competitiveness of the organization and employer can become employer of choice. Thus, it is observed that linkages successfully demonstrate their interactive and interdependent dynamic characteristics of the determinants. Finally, the study has resulted into two innovative Job Satisfaction models for eventually accomplishing organizational excellence.

Bibliography

➤ Books

1. Armstrong, M. and Baron A. (2005), “Managing performance: performance management in action”, CIPD, London.
2. Beri, G.C, Marketing Research, Tata McGraw - Hill Publishing Company Limited, 2000
3. C. J. Cranny, Patricia Cain Smith, Eugène F. Stone, How people feel about their jobs and how it affects their performance- Job Satisfaction, Lexington Books,1992.
4. Dessler, G. (2000), “Human Resource Management”, Prentice Hall.
5. Dubey S. S. (2009), “Innovation with IT”, Tata McGraw-Hill, New Delhi.
6. Jane Boucher, How to love the job you hate, Beagle Bay Books, 2004
7. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw - Hill Publishing Company Limited, New Delhi, 1999.
8. Kumar Raj, Human Resource Management, Strategic Analysis Text and Cases, International Publishing House Pvt.Ltd, 2011
9. Mirza, Saiyadin, Human Resource Management, Tata McGraw - Hill Publishing Company Limited, New Delhi,2009
10. Mamoria C. B. and Gankar S. V. (2003), “Personnel Management”, Himalaya Publishing House, Delhi.
11. Marchington, M. Wilkinson, A. 2005“Human Resource Management at Work”. London: CIPD

12. Marcus. Buckingham, Curt Coffman, 2005 "First, break all the rules: what the world's greatest managers do differently" Simon and Schuster, New york.
13. Mondy, W., and Noe, R. (2008), "Human Resource Management", 10th edition, Prentice Hall.
14. NayarVineet, Employee First Customer Second, Harvard Business press, 2010.
15. Richard I. Levin, David Rubins, Statistics for Management, Prentice Hall, 1994.
16. V S P Rao, Human Resource Management by, Excel Books, New Delhi, 2000.

➤ **Periodicals**

• **Magazines, Journals & Thesis**

17. DoniMeinert (2012), IT Competition: Hot and heating up even more, SHRM HR Magazine, Pg. -20.
18. Ehlers, L.N. (2003). The relationship of communication satisfaction, job satisfaction, and self-reported absenteeism. Thesis. Department of Speech Communication, Miami University.
19. Hari T, (2011), Getting Human resource ready for Gen Y, What should IT companies do different? NHRD Network Journal – Gen Y and HR, Volume 4, Issue 4.
20. KatheyTyler (2011), who will stay and who will go? To retain star employee, train managers to conduct stay interview, SHRM HR Magazine, Pg. -101.
21. Kogut, B. and Zander, U. (1996), "What Do Firms Do? Coordination, Identity and Learning", Organisation Science, Vol. 7, pp.502 – 518.
22. Phaedra Brotheron (2012), Employee loyalty slipping worldwide, respect, work life balance are top engager, Training + Development, The New Learning Meterics, Pg.

24. Sonya Latta, (2012), Save your staff, improve your business, SHRM HR Magazine, Pg. -30
25. Survey Report by the Society for Human Resource Management, Employee Job Satisfaction and Engagement, 2012
26. Survey Report by the Society for Human Resource Management, Employee Job Satisfaction, 2009.
27. Zubin M, Venkat K, (2011), Transforming leadership, Management centre for Human Values IIM Calcutta, Volume 17, Number 2.

➤ **E -Resources**

28. www.shrm.com

SHRM carries out many research projects on different HR related issues, good literature was studied and the seminars and conferences on specific HR related topics.

29. www.explorehr.org

To look for current trends in management, and its comparison all over the world.

30. www.scribd.com

Excellent website to view many research papers by the known experts in the related field.

31. www.managementparadise.com

A website mentioning all the management related information from various popular resources all over the world.

32. www.nasscom.org

It is a trade association of Indian Information Technology (IT) and Business Process Outsourcing (BPO) industry. This website gave an overview on how the companies are placed in Pune.

33. www.mcciapune.com

MCCIA is one of the most active chambers of Commerce in India and has been instrumental in promoting number of institutions in Pune. IT Directory published by MCCIA gave a great insight about IT companies in Pune.

34. www.ebsco.com

It provides an online database which includes full-text journals, magazines, books, monographs, reports, e-books, business book summaries.

35. www.glassdoor.com

Company salaries, reviews, are posted anonymously by employees and job seekers which helped the researcher to get the employee unbiased feedback.

36. www.linkedin.com

It manages professional identity of people working in different industries. It helped the researcher in finding respondents in IT sector.

LIST OF APPENDICES

Appendix # 1	Questionnaire for Employee - Job Satisfaction Survey
Appendix # 2	Questionnaire for Employers and Employees working at top management.
Appendix # 3	Interview Schedule
Appendix # 4	Reliability Test

Questionnaire

Employee Job Satisfaction Survey

Please take a few minutes to complete this survey. Your answers will be kept confidential & strictly considered for the academic research only and your views, in combination with those of others, are extremely important. Your sincere cooperation in answering these questions would bring technical creditability to the research.

Name of the Organization

Name (Optional)

Age (years) ☐ <25 25 to 35 ☐ 36 to 40 ☐ 41 to 45
 ☐ 46 to 50 ☐ 51 and above

Gender ☐ Male ☐ Female

Monthly Income (Rs) ☐ Below 15000 ☐ 15000 & < 30000 ☐ 30000 < 45000
 ☐ 45000 & < 60000 ☐ 60000 and above

Marital Status ☐ Married ☐ Unmarried

Years of Experience in Present Company ☐ Less than 1 Year ☐ 1 – 5 Years ☐ 6 – 15 Years
 ☐ 16 – 25 Years ☐ More than 25 Years

Total Years of Experience ☐ Less than 1 Year ☐ 1 – 5 Years ☐ 6 – 15 Years
 ☐ 16 – 25 Years ☐ More than 25 Years

Please indicate your level of agreement in connection with the following factors:

1	2	3	4	5
Strongly Disagree	Disagree	Neither Nor Disagree	Agree Agree	Strongly Agree

1. Working Environment and Nature of Work

Sr. No.	Particulars	1	2	3	4	5
1	Working hours are convenient					
2	Adequate facilities are provided for performing job					
3	Flexibility in schedule					

4	This is a friendly Place to work					
---	----------------------------------	--	--	--	--	--

2. Relationship with Managers and Colleagues

Sr. No.	Particulars	1	2	3	4	5
1	There is cordial relationship with manager					
2	Employees ideas are considered for decision making					
3	People here have concern for one another					
4	Management keeps us informed about important issues and changes					

3. Communication

Sr. No.	Particulars	1	2	3	4	5
1	Smooth flow of communication and information within the organization					
2	Two way communication between the Hierarchies					
3	There is strong spirit of team work and cooperation among employees for achieving organization goals					
4	Management is approachable and easy to talk with					

4. Motivation

Sr. No.	Particulars	1	2	3	4	5
1	Encouragement and motivation is provided by the manager for increasing efficiency					
2	The rewards and recognition provided in my organization are Satisfactory					
3	Fringe benefits (like security, welfare Facilities, safety and health, etc.) are provided in the organization					
4	Appreciation is shown for good work and extra effort					

5. Pay and Promotion

Sr. No.	Particulars	1	2	3	4	5
1	Compensation is aligned with skillsets and experience					
2	Fair amount of bonus and incentives are provided					
3	Promotion cycle is well structured and followed					
4	Promotions go to those who best deserve them					

6. Skills and Abilities

Sr. No.	Particulars	1	2	3	4	5
1	Enough opportunities are given to utilize skills and talent					
2	Support for additional training and education to improve job performance					
3	Management does a good job of assigning and coordinating people					

7. Job Factors

Sr. No.	Particulars	1	2	3	4	5
1	This job make me feel proud					
2	I am doing job which I was always interested in					
3	This job help me in keeping balance between personal and professional life					
4	Level of job security is high					

8. HR Practices

Sr. No.	Particulars	1	2	3	4	5
1	HR practices like training, retention, recruitment, succession, control and evaluation in the organization are satisfactory					
2	The recruitment process of the organization is satisfactory					
3	The induction given for a new member in the organization is good					
4	Enough training hours for each level of employees in the organization is given					
5	Career planning is done for all employees in the organization.					
6	There is transparency regarding various HR policies in the organization.					
7	People here celebrate special events					

9. How do you spend your time @ work (100%)

Work	%
Creative work	
Routine work	

10. Management Expect following things from

me

- ☐ Efficiency @ work
- ☐ Smart work
- ☐ Self-motivated
- ☐ Committed & Loyalty

11. Is Employee engagement followed here

Yes ☐ No ☐

12. Is Enough time given by the management to seek the concerns of the employees

☐ Yes ☐ No

13. Do you feel the kinship in the organization

Yes ☐ No ☐

14. Does Management deliver on its promises?

Yes ☐ No ☐

15. Given an opportunity to reference this organization to any of your friend will you refer it?

Yes ☐ No ☐

16. Following are five factor that influence **Job Satisfaction**. Please rank them in order of importance. The factor which is most important (1), factor which is least important (5)

☐ Working Environment

☐ Salary

☐ Flourishing opportunity

☐ Position I held

☐ Recognition for my work

17. Please tell us how do you peruse the same factor in your organization

Is this is a great place to work

☐ Working Environment

☐ Salary

☐ Flourishing opportunity

☐ Position I held

☐ Recognition for my work

If you would like to receive the results of this survey please provide us with your email id _____.

Thank you very much for taking your precious time to complete this questionnaire. I certainly welcome your invaluable comments on the subject.

Google Document – Online Questionnaire Link

https://docs.google.com/spreadsheet/viewform?usp=drive_web&formkey=dGxUUWdycmo0SEZYaGVQN1JaY2FBZEE6MQ#gid=0

Employee Job Satisfaction Survey - Windows Internet Explorer

https://docs.google.com/spreadsheet/viewform?usp=drive_web&formkey=dGxUUWdycmo0SEZYaGVQN1JaY2FBZEE6MQ#gid=0

Employee Job Satisfaction Survey



Employee Job Satisfaction Survey

Please take a few minutes to complete this survey. Your answers will be kept confidential & strictly considered for the academic research only and your views, in combination with those of others, are extremely important. Your sincere cooperation in answering these questions would bring technical credibility to the research.

* Required

Name of the Organization *

Name

Age (years) *

☐ <25

☐ 25 to 35

☐ 36 to 40

☐ 41 to 45

☐ 46 to 50

☐ 51 and above

Gender *

☐ Male

☐ Female

Monthly Income *

☐ Below 15000

☐ 15000 to < 30000

☐ 30000 to < 45000

☐ 45000 to < 60000

☐ 60000 and above

Marital Status *

☐ Married

☐ Unmarried

Experience in Present Company *

☐ Less than 1 Year

☐ 1 - 5 Years

☐ 6 - 15 Years

☐ 16 - 25 Years

☐ More than 25 Years

Total Years of Experience *

☐ Less than 1 Year

☐ 1 - 5 Years

☐ 6 - 15 Years

☐ 16 - 25 Years

☐ More than 25 Years

Working hours are convenient *

Working Environment and Nature of Work

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

Adequate facilities are provided for performing job *

Working Environment and Nature of Work

1 2 3 4 5

Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree

	Flexibility in schedule * Working Environment and Nature of Work 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	This is a friendly Place to work * Working Environment and Nature of Work 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	There is cordial relationship with manager * Relationship with Managers and Colleagues 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Employees ideas are considered for decision making * Relationship with Managers and Colleagues 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	People here have concern for one another * Relationship with Managers and Colleagues 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Relationship with Managers and Colleagues * Management keeps us Informed about Important Issues and changes 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Smooth flow of communication and information within the organization * Communication 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Two way communication between the Hierarchies * Communication 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	There is strong spirit of team work and cooperation among employees for achieving organization goals * Communication 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Management is approachable and easy to talk with * Communication 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Encouragement and motivation is provided by the manager for increasing efficiency * Motivation 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	The rewards and recognition provided in my organization are Satisfactory * Motivation 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Fringe benefits (like security, welfare facilities, safety and health, etc.) are provided in the organization * Motivation 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Appreciation is shown for good work and extra effort * Motivation 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	

	Compensation is aligned with skill sets and experience * Pay and Promotion 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Fair amount of bonus and incentives are provided * Pay and Promotion 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Promotion cycle is well structured and followed * Pay and Promotion 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Promotions go to those who best deserve them * Pay and Promotion 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	

	Enough opportunities are given to utilize skills and talent * Skills and Abilities 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Support for additional training and education to improve job performance * Skills and Abilities 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Management does a good job of assigning and coordinating people * Skills and Abilities 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	This job makes me feel proud * Job Factors 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	I am doing job which I was always interested in * Job Factors 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	

	This job helps me in keeping balance between personal and professional life * Job Factors 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Level of job security is high * Job Factors 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	HR practices like training, retention, recruitment, succession, control and evaluation in the organization are satisfactory * HR Practices 1 2 3 4 5 Strongly Disagree ☐ ☒ ☐ ☐ ☐ Strongly Agree	
	The recruitment process of the organization is satisfactory * HR Practices 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	

	The induction given for a new member in the organization is good * HR Practices 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Enough training hours for each level of employees in the organization is given * HR Practices 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	Career planning is done for all employees in the organization. * HR Practices 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	
	There is transparency regarding various HR policies in the organization * HR Practices 1 2 3 4 5 Strongly Disagree ☐ ☐ ☐ ☐ ☐ Strongly Agree	

If you would like to receive the results of this survey please provide us with your email id

Thank you very much for taking your precious time to complete this questionnaire.
I certainly welcome your Invaluable comments on the subject.

Never submit passwords through Google Forms.

Powered by [Google Docs](#)

[Report Abuse](#) - [Terms of Service](#) - [Additional Terms](#)

People here celebrate special events *

HR Practices

	1	2	3	4	5
Strongly Disagree	☐	☐	☐	☐	☐
Strongly Agree	☐	☐	☐	☐	☐

How do you spend your time @ work (100%) *

	10 - 20 (%)	30 - 40 (%)	50-60 (%)	70 -80 (%)	90 -100 (%)
Creative work	☐	☐	☐	☐	☐
Routine work	☐	☐	☐	☐	☐

Management Expect following things from me *

☐ Efficiency @ work

☐ Smart work

☐ Self motivated

☐ Committed & Loyalty

Do you feel the kinship in the organization ? *

☐ Yes

☐ No

Given an opportunity to refer this organization to any of your friend will you refer it ? *

☐ Yes

☐ No

Following are the five factor that influence Job Satisfaction. *

Please rank them In order of Importance. The factor which is most Important (1), factor which is least Important (5)

	1	2	3	4	5
Working Environment	☐	☐	☐	☐	☐
Salary	☐	☐	☐	☐	☐
Flourishing opportunity	☐	☐	☐	☐	☐
Position I hold	☐	☐	☐	☐	☐
Recognition for my work	☐	☐	☐	☐	☐

Please tell us how do you pursue the same factor in your organization ? *

Is this a great place to work

	1	2	3	4	5
Working Environment	☐	☐	☐	☐	☐
Salary	☐	☐	☐	☐	☐
Flourishing opportunities	☐	☐	☐	☐	☐
Position I hold	☐	☐	☐	☐	☐
Recognition for my work	☐	☐	☐	☐	☐

Interview Schedule

Interview Schedule for the experts

My name is Prof. Sujata Bolake and as a part of my PhD, I thought it would be a good idea to interview you, so that I can get authenticated information about employee job satisfaction from employer perspective. I would like to ask you some questions about employee job satisfaction from your perspective & strategies to reduce attrition.

This information will be help full to all the parties involved in the study, employee, employer & company at the large. It will unfold the factors affecting employee job satisfaction. The interview should take about 20 minutes. Are you available to respond to some questions at this time?

Let me begin by asking you some basic questions about your organization.

Name of the organization - _____

	MNC	Non MNC
Organization Type -		

Organizational Hierarchy Structure – _____

Q1. (In your opinion) What do you think which factors affect employee job satisfaction?

(Response)Ans.

Q2. How do you Measure employee job satisfaction in your company (Any specific Technique)?

(Response)Ans.

Q3. Which different methods of measuring job satisfaction you are aware about?

(Response)Ans.

Q4. In your opinion, what is the connection between job satisfaction and performance?

(Response)Ans.

Q5. What do you think is there any connection between employee attitudes and job satisfaction?

(Response)Ans.

Q6. Do you find any connection between personality of the employee and his job performance?

(Response)Ans.

Q7. Does motivation and job satisfaction have positive correlation?

(Response)Ans.

Q8. What is the connection between employee job satisfaction and his commitment towards the job assigned by the organization?

(Response)Ans.

Q9. In your opinion which initiatives employees should take to increase the job satisfaction?

(Response)Ans.

Q10. What are your strategies (A=Action; B=Backup; C= Contingency) for talent retention and reducing attrition?

(Response)Ans.

Reliability Test

Reliability refers to the extent to which a scale produces consistent results if repeated measurements are made. Systematic sources of error do not have an adverse impact on reliability, because they affect the measurement in a constant way and do not lead to inconsistency. In contrast, random error produces inconsistency, leading to lower reliability.

Reliability can be defined as the extent to which measures are free from random error, XR . If $XR = 0$, the measure is perfectly reliable. Approaches for accessing reliability include the test-retest, alternative forms and internal consistency methods. Test-retest reliability is an approach for accessing reliability in which respondents are administered identical sets of scale items at two different times under as nearly equivalent conditions as possible. Alternative-forms reliability is an approach for accessing reliability that requires two equivalent forms of the scale to be constructed and then the same respondents are measured at two different times.

The internal consistency reliability is an approach for accessing the internal consistency of the set of items when several items are summated in order to form a total score for the scale
Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.814	4

Reliability Scale: Working Environment and Nature of Work

Case Processing Summary

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

Case Processing Summary

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.814	4

Cronbach's Alpha for working environment and nature of work is 0.814 more than the threshold 0.7 thus it is concluded that working environment and nature of work is reliable.

Reliability Scale: Relationship with Managers and colleagues**Case Processing Summary**

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.818	4

Cronbach's Alpha for relationship with managers and colleagues is 0.818 more than the threshold 0.7 thus it is concluded that relationship with managers and colleagues is reliable.

Reliability Scale: Communication**Case Processing Summary**

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.794	4

Cronbach's Alpha for communication is 0.794 more than the threshold 0.7 thus it is concluded that communication is reliable.

Reliability Scale: Motivation**Case Processing Summary**

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.820	4

Cronbach's Alpha for Motivation is 0.820 more than the threshold 0.7 thus it is concluded that Motivation is reliable.

Reliability Scale: Pay and Promotion**Case Processing Summary**

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.873	4

Cronbach's Alpha for Pay and Promotion is 0.873 more than the threshold 0.7 thus it is concluded that Pay and Promotion is reliable.

Reliability Scale: Skills and ability

Case Processing Summary

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.760	3

Cronbach's Alpha for Skills and ability is 0.760 more than the threshold 0.7 thus it is concluded that Skills and ability is reliable.

Reliability Scale: Job Factor

Case Processing Summary

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.770	4

Cronbach's Alpha for Job Factor is 0.770 more than the threshold 0.7 thus it is concluded that Job Factor is reliable.

Reliability Scale: HR practices

Case Processing Summary

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

Case Processing Summary

		N	%
Cases	Valid	300	100.0
	Excluded ^a	0	.0
	Total	300	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.883	7

Cronbach's Alpha for HR practices is 0.883 more than the threshold 0.7 thus it is concluded that HR practices is reliable.