



A STUDY ON DETERMINANTS OF JOB SATISFACTION AND WORK CLIMATE AMONG INFORMATION TECHNOLOGY EMPLOYEES IN KANYAKUMARI

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ABSTRACT

The main aim of the study is to study the determinants of job satisfaction of employees of Information Technology Industries in Kanyakumari and analyse the work climate in the IT industries in the study area. The data obtained from both primary and secondary sources. The secondary data obtained from published and unpublished sources. The relevant data collected by the researcher from the software and hardware professionals of private sector firms in Kanyakumari. This study adopted the 'stratified random sampling' (Probabilistic) method. The sample for the present study data was collected with the help of structured questionnaire from 250 employees working in IT field. The researcher used the probabilistic sampling method. It is found that most of the employees were satisfied with the nature of work, good salary, promotion, environment and company's value. From the study, the researcher has come to know that most of the respondents have job satisfaction. The management has taken the efforts to maintain cordial relationship with the employees. This has resulted in increased production of business. Most of the employees were satisfied with their job due to good working condition prevailing in their organization.

KEY WORDS: Job Satisfaction, Determinants, Work Climate and Working Environment

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INTRODUCTION

Job satisfaction is the imperative aspects of an organization as it influences productivity and other industrial environment. The job that provides satisfaction to the labour is the major criteria for people to choose a job. The job satisfaction enriches management with wide range of information pertaining to job,

employee, and environment. The job satisfaction is a diagnostic instrument for understanding employee's problems in order to make changes and to correct them in case if they go wrong. It helps in improving the attitudes of employees towards the job and facilitates integration of employee with the organization. It inspires sense of belongingness and sense of participation



leading to the overall increase in the productivity. The job satisfaction facilitates for settlement of grievances and this determine the type of training and the development needs of employees and the management.

STATEMENT OF THE PROBLEM

The job satisfaction at work is determined by factors like pay, promotion, supervision, co-workers’ behavior and attitude, and the general demographic characteristics like gender, age, educational background, and work experience. Similarly moral and benevolent leadership, performance appraisal processes, turnover propensity measures, productivity and retention methods and other yardstick used by the management also influences job satisfaction decisively. In addition, the economic factors, reforms, financial, business, market, international factors, policies of the Government, etc., are also responsible for job satisfaction level in an organization. The turnover and retention in IT industry does not support that IT turnover can be independent of job satisfaction. The IT employees seem to be quicker to change jobs than other employees when they are dissatisfied with their current employer. This study is an attempt to address the Determinants of Job Satisfaction of Employees of Information Technology Industries in Kanyakumari.

OBJECTIVES OF THE STUDY

- ✓ To study the determinants of job satisfaction of Information Technology of employees in Kanyakumari.
- ✓ To analyse the work climate in the IT companies in the study area

METHODOLOGY

The data obtained from both primary and secondary sources. The secondary data obtained from published and unpublished sources. The relevant data collected by the

researcher from the software and hardware professionals of private sector firms in Kanyakumari. The researcher approached them personally and through Internet with a request to fill the structured questionnaire to generate the responses to the listed objectives. This study adopted the ‘stratified random sampling’ (Probabilistic) method. The sample for the present study data was collected with the help of structured questionnaire from 250 employees working in IT field . The researcher used the probabilistic sampling method. **ANALYSIS AND INTERPRETATION**

OPINION OF THE SAMPLE EMPLOYEES ON WORK CLIMATE

The opinion of the sample IT employees on Work Climate is elicited consisting of different questions viz., hours of work and work schedule are flexible, involving employees in improvement efforts, on the job training is performed in the company, encouraging ideas, suggestions and feedback, supervisor has high standards and expects the best from employees, opportunity for career growth, advancement and promotion, communication, information on goals and results job security, supervisor shows concern for personal issues, relationships with co-workers, willingness to address problem performers, superior has the job knowledge and skills to do the job, fair and reasonable department policies and the activities in the company are employees friendly. The opinion is obtained in five point scales viz., strongly agree, agree, strongly disagree, disagree and undecided. The answers and discussion are given below. The opinion of the sample employees on work climate are ranked by finding the weighted average of each aspect and are tabulated in Table 1.

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Table 1
Opinion of the sample employees on work climate

Sl. No	Work Climate	Mean Score	SD	Rank
1.	Hours of work and work schedule are flexible	3.4762	1.44	V
2.	Involving employees in improvement efforts	3.5879	1.14	II
3.	On the job training is performed in the company	3.3540	1.38	VIII
4.	Encouraging ideas	3.2508	1.40	XII
5.	Suggestions and feedback	3.2825	1.40	XI



6.	Supervisor has high standards and expects the best from employees	3.1651	1.32	XIII
7.	Opportunity for career growth	3.7746	1.02	I
8.	Advancement and promotion	3.4238	1.45	VI
9.	Communication	3.3730	1.79	VII
10.	Information on goals and results job security	3.3254	1.47	X
11.	Supervisor shows concern for personal issues	3.3524	1.41	IX
12.	Relationships with co-workers	3.4988	1.22	IV
13.	Willingness to address problem performers	3.1306	1.40	XIV
14.	Superior has the job knowledge and skills to do the job	2.9984	2.60	XV
15.	Fair and reasonable department policies	2.7111	1.81	XVI
16.	The activities in the company are employees friendly	3.5478	1.16	III

Source: Computed data

Table 1 highlights the mean and standard deviation of opinion of sample employees with regard to work climate. Opportunity for career growth is the important opinion on work climate and occupies the first rank with the mean score of 3.7746, Involving employees in improvement efforts is the next important opinion on work climate occupies the second rank with the mean score of

3.5879, the activities in the company are employees friendly is another important opinion on work climate and occupies third rank with the mean score of 3.5478 and Fair and reasonable department policies is the last important opinion on work climate and occupies the last rank with the mean score of 2.7111.

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DETERMINANTS OF JOB SATISFACTION– A REGRESSION ANALYSIS

Here, the dependent variable is determinants of job satisfaction. Independent variables are promotion, increment and salary, recognition, working environment, nature of job, reward and achievement and analysis are discussed as follows:

Dependent variable : Determinants of job satisfaction(Y)
 Independent variables : 1. Promotion(X_1)
 2. Increment and Salary (X_2)
 3. Recognition (X_3)
 4. Working environment (X_4)
 5. Nature of job (X_5)
 6. Reward and achievement(X_6)

The Multiple R value : 0.859
 The R Square value : 0.737
 The F value : 65.049
 The P value : <0.000**

An attempt has been made to find the effect of independent variables on the determinants of job satisfaction by using Regression Analysis. The analysis has been undertaken from the information available from the employees through questionnaire. The variables such as promotion, increment and salary, recognition, working environment, nature of job and reward and achievement

are taken as independent variables. The determinants of job satisfaction are taken as dependent variable. This has been undertaken to find the predictor variables for the dependent variable.

The results of the Regression Analysis for determinants of job satisfaction are given in Table 2.

Table 2
Results of the Regression Analysis for Determinants of job satisfaction

Sl. No	Variables	Regression Coefficients (B)	Std. Error	Beta	t	Sig.
1	(Constant)	9.378	6.158			
2	X ₁	.385	.179	.218	3.819	**
3	X ₂	.647	.168	.193	4.277	**
4	X ₃	.456	.154	.178	3.375	**
5	X ₄	.538	.143	.165	3.641	**
6	X ₅	.412	.135	.153	2.989	**
7	X ₆	.342	.125	.142	2.889	**

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B – Refers to regression coefficient

R: Multiple correlation

R	R Square	F	Sig.
.859	.737	65.049	**

From Table, it can be seen that all the predictor variables have been entered simultaneously for regression equation because no multicollinearity exists among the selected predictor variables. The model summary table shows the overall predictability of the regression model. Adjusted R² value 0.737 states that all the independent variables have 73.7% influence on the dependent variable – determinants of job satisfaction. In other words, the independent variables influence the determinants of job satisfaction to the extent of 73.7%.

The anticipated standards are obtained as a linear combination of Promotion (X₁), Increment and salary (X₂), Recognition (X₃), Working Environment (X₄), Nature of job (X₅), and Reward and Achievement (X₆). The multiple correlation coefficient value of 0.859 represents that the association between determinants of job satisfaction and the six independent variables is quite robust and constructive.

The value of **R square is 0.737** and significant at 1 % level, means that about 73.70% of the variation in determinants of job

satisfaction is explained by the estimated value of promotion, increment and salary, recognition, working environment, nature of job and reward and achievement, as the independent variables.

The Multiple Regression Equation is

$$Y = 9.378 + 0.385 X_1 + 0.647X_2 + 0.456 X_3 + 0.538X_4 + 0.412X_5 + 0.342X_6$$

Here the coefficient of **X₁** is 0.385 and significant at 5% level, represents the partial affect of promotion on determinants of job satisfaction, holding the other variables as constant. The proposed optimistic sign implies that such effect is optimistic that determinants of job satisfaction would rise by 0.385 for every unit rise in promotion. The coefficient of **X₂** is 0.647 and significant at 5% level, denote the partial effect of increment and salary on determinants of job satisfaction, holding the other variables as constant. The projected positive sign implies that such effect is positive that determinants of job satisfaction would increase by 0.647 for every unit increase in increment and salary. The coefficient of **X₃** is 0.456 and significant at 5% level represents the partial effect of



recognition on determinants of job satisfaction, holding the other variables as constant. The projected positive sign implies that such effect is positive that determinants of job satisfaction would increase by 0.456 for every unit increase in recognition. The coefficient of X_4 is 0.538 and significant at 5% level; represent the partial effect of working environment on determinants of job satisfaction, holding the other variables as constant. The estimated positive sign implies that such effect is positive that determinants of job satisfaction would increase by 0.538 for every unit increase in working environment. The coefficient of X_5 is 0.412 and significant at 5% level represents the partial effect of nature of job on determinants of job satisfaction, holding the other variables as constant. The projected positive sign implies that such effect is positive that determinants of job satisfaction would increase by 0.412 for every unit increase in nature of job. The coefficient of X_6 is 0.342 and significant at 5% level, represents the partial effect of reward and achievement on determinants of job satisfaction, holding the other variables as constant. The projected positive sign implies that such effect is positive that determinants of job satisfaction would increase by 0.342 for every unit increase in reward and achievement.

Based on standardized co-efficient, Increment and salary (0.647) is the most important factor to extract determinants of job satisfaction, followed by Working environment (0.538), and Recognition (0.456).

SUGGESTIONS

- ✓ Job satisfaction can be achieved by implementing different techniques including empowerment, monetary and non-monetary based techniques, recognition, and many others. Although achieving high level of satisfaction might be a challenging task for organizations to obtain, however, they should strive to overcome this challenging task as much as possible.
- ✓ The result suggest that in order to create a working environment that enhances the job satisfaction level of the employee in Information Technology Industry,

managers need to review schedule flexibility, promotional opportunities, support for additional training and job security. Besides this, a degree of independence associated with work roles and relationships with supervisors play a crucial role in increasing the job satisfaction level of employees in Information Technology Industry.

CONCLUSION

From the study, the researcher has come to know that most of the employees were satisfied with the nature of work, good salary, promotion, environment and company's value. From the study, the researcher has come to know that most of the respondents have job satisfaction. The management has taken the efforts to maintain cordial relationship with the employees. This has resulted in increased production of business. Most of the employees were satisfied with their job due to good working condition prevailing in their organization. The management gives full freedom to their employees to express their views and ideas. In the above factors majority of the respondents are highly satisfied with nature of their work. Rest intervals (especially in lunch) have been suggested to extend some more time in future. This will keep the company further to have very good relationship with the employees in future.

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