

# Factors Influencing of Job Satisfaction among Employess in Software Industries: A Case Study of Wipro Ltd., Greater Noida, India

Geeta Kumari<sup>1</sup>, Gaurav Joshi<sup>2</sup> and K.M. Pandey<sup>3</sup>

<sup>1</sup>Jharkhand Rai University, Ranchi, India

<sup>2</sup>Lal Bahadur Shastri Institute of Management, New Delhi, India

<sup>3</sup>Department of Mechanical Engineering NIT, Silchar, Assam, India

E-mail: <sup>1</sup>geekumari@gmail.com, <sup>2</sup>gauravjoshi91983@gmail.com, <sup>3</sup>kmpandey2001@yahoo.com

---

**Abstract**—The main objective of this research paper is to identify the factors affecting the job satisfaction among employees in Software Industry, Wipro Ltd., Greater Noida and to analyze the impact of organisational culture, wages and rewards, career growth, social security and working Environment on job satisfaction of employees of Software industry. Wipro Ltd. is a global information technology, consulting and outsourcing company with 154,297. For data collection purpose, a questionnaire on 5-point Likert scale was developed.

**Keywords:** Job satisfaction, Organisational culture, wages and rewards and social security

## 1. INTRODUCTION

Job satisfaction is the discrepancy among people's expectations and wants related to the job, and what is really offered to them (Heslop et al., 2002). Job satisfaction is very important not only for employees but also for the success of the organization (Lim, 2008) because if an employee is not satisfied with his job then he will not be loyal with the organization and dissatisfaction with a job and/or lack of loyalty to the organization, may search for other jobs (Reed et al., 1994). Job satisfaction can also define as the extent to which employees like their jobs (Spector, 1997, p. 7). Studies discuss the various aspects of the employee's job satisfaction such as job, salary levels, promotion opportunities, and relationship with co-worker (Schermerhorn et al., 2005, p. 158). Hoppock (1935) first proposed the concept of employee satisfaction, according to him it is the individual response or happiness of employees with objective and emotional facet of their work environment

Employee satisfaction, also called "job satisfaction" (Wang, 2005). Employee satisfaction defined as employees' feelings and thoughts about organization, work and co-workers (Beer, 1964). Locke (1976) proposed the theory of value, and suggested that employee satisfaction does not address individual desires, but associated with employee's needs or

principles. In case of a good salary package, work environment and chances to prospect in the future, may positively influence the employee's loyalty and ultimately increased job satisfaction. Ivancevich et al. (1997) defined job satisfaction as the sensation and perception of the employee about his work and organization. Happy employees are more likely to be welcoming and attentive which attracts customers and the employees not satisfied with the job can lead to customer unhappiness (Hanif and Kamal, 2009).

Results of studies of job satisfaction are derived from two main sets. First, job satisfaction is associated with increased output, efficiency of the organization, loyalty with the organization, and reduced absenteeism and earnings (Ellickson and Logsdon, 2001). According to Wright and Davis (2003), job satisfaction positively affect on the ability, effort and capability of the employees however, if employees not satisfied with the job then it may cause turnover intentions, increasing costs, decreasing profits and ultimately customer unhappiness with the organization (Zeffane et al., 2008).

## 2. LITERATURE REVIEW

Glimmer. et.al [1] observes in their research that there are two type of attitude about job the first one is positive attitude and the second one is negative attitude about job. It states that a person is more satisfied about job and the second attitude is a negative attitude which means a person is not satisfied about job. Abdulla et. al. [2]examines the relationship between job satisfaction and environmental and demographic factors and found environmental factors like salary, promotion and supervision and these are better predictors of job satisfaction as compared to demographic factors like sex, age and education level as well as other factors related to their work experience, like job level, shift work, and years of experience. Calisir et al. [3] found a very strong influence of job satisfaction on organizational commitment whereas job stress and role ambiguity indirectly influence the willingness of

employees to leave their jobs. Siddique and Y.A. Farooqi [4] have been signified a strong positive relationship existing between job satisfaction and motivation. A.Ismail A. Y. (2009) conducted a study to analyze the relationships between occupational stress and job satisfaction of the private school employees.

V. Samaranayake and C.Gamage [6] had worked on "Employee perception towards electronic monitoring at workplace and its impact on job satisfaction of software professionals in Sri Lanka". In this study, Perceived relevance of work and personal judgment of effectiveness which were two variables used to measure perception of electronic monitoring were positively correlated with job Satisfaction. This means that the software professionals, who view electronic monitoring as something which is relevant to their work as well as which uplifts the quality of their work, are satisfied in their jobs. Perceived Invasion of Privacy was negatively correlated to Job Satisfaction, which sheds some light in organizational electronic monitoring policy making. Also, Perceived Task Satisfaction was negatively correlated to Job Satisfaction. This means that the software professionals, who thought that working in an electronically monitored environment makes their tasks more complex, are rather dissatisfied with the job. Also, it has appeared that the impact of electronic monitoring at work place on the job satisfaction of software professionals becomes less significant along with higher professional experience. F.Hutagalung and GeetaKumari and Dr.K.M.Pandey [1] worked on analysis of an individual, sbehavior in work environment for better output; this research explores the cause variables which affect employee involvement. According to the empirical research finding, high-intensity internal marketing generates positive impact upon employee involvement and low-intensity internal marketing results in negative impact upon employee involvement; the effect of sentimental relationship upon employee involvement is prominent and positive; employees with personality traits of internal control reveal higher level of involvement than those with external control. Mainly this paper briefly narrates what has been studied so far on lazy people. Geeta Kumari and K.M. Pandey [2] studied on stress management problem of Avtar steel industries, Chennai, India. Their main findings are the followings. A sample size of 100 is taken for the purpose of analysis made from primary and secondary data. Out of the total sample most of the respondents are male and many are between 50 and above. Most of the respondents are under graduate and have professional qualification. Most of the respondents have 10-15 years of long association with the organization. Almost all the respondents are satisfied with the physical and psychological working condition of the organization, and only fewer respondents are dissatisfied with the psychological working condition of the organization. The opinion about the training programs conducted by the organization is almost better, according to majority of the respondents. Geeta Kumari and K.M.Pandey[3] worked on Job Satisfaction in Public Sector

and Private Sector: A Comparison. Their main findings are given below: Public Sector versus Private Sector comparisons is a debate which seems to be a never ending topic. It is very difficult to take stand for either of these two forms of administration. The reason behind that is not unknown but obvious as both provide scopes in different ways. Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. This paper surveys both the sectors in most of the aspects of analysis.. As the current findings show, jobholders vary regarding the extent of ambivalence experienced with respect to their attitude toward their job. The current findings also open up opportunities for further research regarding the consequences of job ambivalence. For instance, the present findings imply that job performance of individuals with high versus low job ambivalence may fluctuate such that job performance is comparatively high when positive beliefs and affective experiences are salient and thus predominate at a certain point in time but that their performance may be comparatively low at other times when negative beliefs and affective experiences are salient and predominate. In this respect, research could, for instance, collect manager perceptions of performance consistency. Future research should aim to replicate the present findings with larger and more diverse samples as well as profit from the use of multiple-item scales to measure job performance

Geeta Kumari, Vittesh Bahuguna and Krishna M. Pandey[4] Worked on Studies on job satisfaction: a case study of Engineers India Limited . Their main findings are stated here. This paper has analysed the survey about Engineers India Limited, which is a Public Sector Undertaking in India. This paper shows employee's satisfaction in working place not only reduces one's temptation to switch over the Job but also makes organisation to flourish in return enabling it to recruit more. EIL hired employees consistently and that may be called only PSU in India which did not feel any significant setback in their performance instead rise to success during the period of recession. It can be concluded that the EIL is performing very nice(Published in JAMI).

Kumari, G., Bahuguna, V., & Pandey, K.M[5]., worked on Studies on Some Aspects of Job Satisfaction in Engineers India Limited. Their main findings are stated below. In this paper the analysis has been done in the aspect of studies on job satisfaction: a case study of engineers India limited, A excel public Sector Company of India. Many qualitative aspects have been asked in the survey and there is one thing that now a day employees do not give importance to mere fiscal requirement but also to working environment which include many work related and non-work related aspects those have been asked in the survey. With the generation of more and more money in the market and work pressure on individual has been tantamount due to which employees seek for comfort in work and many things which may help alleviate work pressure and so their personal / social tension. During

recession, when other organizations were issuing pink slips, Engineers India Limited recruited most due its demand in the market. Except some differences in few question asked in survey, in general majority seems to have similar opinion and agrees to the importance of good working culture inclusive of aspects which treats them more than a machine.

.Geeta Kumari, Gaurav Joshi and K M Pandey[6] worked on analysis of factors affecting job satisfaction of the employees in public and private sector. Their main findings are stated below. This paper attempts to find out the level of job satisfaction and its relationship with various factors in an emerging economy like India. The Survey methods were used in public and private sector firms to find out the taxonomy of job satisfaction. The important factors that are taken into consideration are incentives and hours of work, Management (Boss) & Colleagues, Availability of other better opportunities, Future prospect (promotion and job security), Difficulty of job (manually tiring, forceful overtime), Job content and interest and Prestige. After Post liberalization Indian economy has seen an exponential growth in GDP (approx. seven folds from 1991) and since then job market in India has been growing rapidly. The importance of job satisfaction has been supported by surveys conducted on 500 employees from different sectors in India and classified according to age, gender and region. This paper studies seven summary variables measuring job satisfaction among workers from different sectors of Indian job market. The seven factors at the end have been used to find out the answer for "who has got the good jobs" and how can the employee job satisfaction improved in a rapidly growing economy like in India. Frequency distribution analysis shows that job satisfaction is strongly correlated with all the job quality measures.

Geeta Kumari Dr. Gaurav Joshi & Dr. K M. Pandey[22] worked on job stress in software companies: a case study of HCL Bangalore India. Their main findings are given below. In India software industry has become one of the fastest growing industries. The reason for choosing a particular software industry and its employees is that the level of stress these employees face is comparatively higher than employees in other private companies. Any kind of a job has targets and an employee becomes stressed when he or she is allotted with unachievable targets and are unable to manage the given situation. Thus the main aim of this article is to bring to lime light the level of stress with software employees in HCL and the total sample size for the study is 100 chosen by random sampling method in HCL. When the employees were asked how often they feel stressed while working while working at the company, 98 out of 100 said they feel stressed about daily physically, mentally or emotionally. In a sample space of 100 employees, 16% of employees work for 4-6 hours a day, 32% works for 6-8 hours, 30% works for 8-10 hours while 22% works for 10-12 hours daily. When asked about the overtime they have to do, 28% said employees saying always were mainly from age group 20-29. 54% of employees said often while 18% of employees said they worked overtimes rarely.

The other few aspects have also been studied about job satisfaction.

Kumari G and Pandey, K.M. [7] worked on analysis of an individual's behavior in work environment for better output. This research explores the cause variables which affect employee involvement. According to the empirical research finding, high-intensity internal marketing generates positive impact upon employee involvement and low-intensity internal marketing results in negative impact upon employee involvement; the effect of sentimental relationship upon employee involvement is prominent and positive; employees with personality traits of internal control reveal higher level of involvement than those with external control.

### 3. OBJECTIVES OF THE STUDY

The objectives of this research study (1) To identify the factors affecting the job satisfaction among employees of software industry at Wipro Ltd., Greater Noida and (2) to analyze the impact of organisational culture, wages and rewards, career growth, social security and working Environment on job satisfaction of employees of Software industry.

#### 3.1. Research Questions

1. What are the major determinants of employee's job satisfaction?
2. How these determinants impact on employee's job satisfaction?

#### 3.2. Problem Statements of the study

Based on the conceptual statement, the research study aims to identify the impact of Organisational culture, wages and rewards, career growth, social security and working environment of employee in the software industries.

#### 3.3. Hypothesis

From the above literature review the following hypotheses have been developed.

- H1: There is a significant relationship between organisational culture and job satisfaction.
- H2: There is a significant relationship between wages and rewards and job satisfaction.
- H3: There is a significant relationship between career growth and job satisfaction.
- H4: There is a significant relationship between Social security and job satisfaction.
- H5: There is a significant relationship between Working Environment and job satisfaction

### 3.5. Research Design

### 3.6. Population & Sample size

Population includes employees of all the departments of Wipro Ltd. So the population consists of 100 employees. In this study random sampling technique is used.

### 3.7. Data Collection Methodology

The instrument used for data collection was questionnaire on 5-point likert scale from strongly disagree to strongly agree, where point-1 indicate strongly disagree, 2 disagree, 3 Neutral 4 agree and 5strongly agree.

## 4. DATA ANALYSIS

For data analysis purpose SPSS-20 version were used.

### 4.1. Descriptive Statics

The table of descriptive statics consists of mean and standard deviation and showing higher mean value4.08 of Job condition.

### 4.2. Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

It measures strength of the relationship among variables. The KMO also measure the sampling adequacy which should be greater than 0.5 for a satisfactory factor analysis to proceed. If any pair of variables has a value less than this, it considers dropping one of them from the analysis.

**Table 2: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin measure of Sampling Adequacy.	.743
Bartlett's Test of Sphericity	919.524
Approx.Chi-Square	190
df	000
Sig.	

The KMO test measure the sampling adequacy which falls in the acceptable range with a value of **.743**.

**Barlett's test of spericity** is significant, thus the hypothesis that the inter-correlation matrix involving these 20 variables is an identity matrix is rejected. Thus from the perspective of Bartlett's test, factor analysis is feasible.

### 4.3. Communalities

It shows how much of the variance in the variables has been accounted for the extracted factor.

Extraction Method: Principal Component Analysis

From the table 3. Communalities show 27.9% of the variance in the variables has been accounted for the extracted factor. Total Variance Explained: There are all the factors extractable from the analysis along with their Eigen values, the percent of variance attributable to each other.

The first factor accounts for 24.824% of the variance, the second 14.561%, third 9.142%, fourth 7.689% and the fifth 6.515%. All the remaining factors are not significant.

### 4.4. Scree Plot

The Scree plot is a graphic aid of the eignvalues against all the factors. It is proposed by Cattell. The graph is useful for determining how many factors to retain. It is intended to help in deciding where the "trivial" dimension is begun.

In the chart, the curve begins to flatten between 1 to 5 S, There are the five factors have been retained.

### 4.5. Component (Factor) Matrix

This Shows the loadings of the twenty variables on the five factors extracted. The higher the absolute value of the loading, the more the factor contributes to the variable. In the table 5, there are first five are the results for the five factors that are extracted. The sixth column provides summary statistics detailing how well each variable is explained by the five components. The first row of numbers at the bottom of each column is the eigen values and indicates the relative importance of each factor in accounting for the variance associated with set of variable being analyzed. The sums of squares are for the five factors are4.965, 2.912, 1.828, 1.538 and 1.303 respectively. The factor 1 is accounting for the most variance and factor 5.

### 4.6. Rotated Component (Factor) Matrix

The VARIMAX rotated component analysis factor matrix is shown in table 6. The total amount of variance extracted is the same in the rotated solution as it was in the unrotated one, 62.731 %. Two differences are apparent in the following table. First, the variance has been redistributed so that the factors are different. Specially, in the VARIMAX rotated factor solution, the first factor accounts for 21.244% of the variance, compared to the 24.824% in the unrotated solution. As the same second factor accounts for 15.324% versus 14.561%,Third factor accounts for10.071% versus 9.142%, Fourth factor accounts for 8.393% versus 7.689% and Fifth factor accounts for 7.120% versus 6.515% in the unrotated solution.

In the rotated factor solution, variables 2,9,10,12,16 and17 load significantly on factor 1; variables1,11, 15 and 19 load significantly on factor 2; variables 3,18and 20 load significantly factor on 3; variables 4, and 13 load significantly on factor 4 and variable 7 load significantly load on factor 5.The factor 1has six significant loading, factor 2 has four significant loading, factor 3 has 3 significant loading, factor 4 has two significant loading and factor five has one significant loading.

Finally, from the analysis, obtained five summarized factors, the data through Component Factor Analysis and using VARIMAX method as five factors including their sub process.

Employee Satisfaction in Software Industry: Wipro Ltd.

**Table 1: Overall level of employee satisfaction in company**

Major Factor Influencing Job Satisfaction	Mean ( Average)
Organisational culture	36.5%
Wages and Rewards	32.2%
Career Growth	29.3%
Social security	32%
Working Environment	35.9%
Average	33.1%

## 5. CONCLUSION

The purpose of this research paper is to identify the determinants of the Job Satisfaction and examine its impact of employees of the Software industries. In healthy work environment and relations motivate the employees to give better performance.

Linear regression and correlation applied for analyzing the data and results found that Organisational culture, wages and rewards, career growth social security and working environment are significantly related to job satisfaction. The results further indicate that the all determinants have s significant and strong impact on employee's job satisfaction.

## 6. LIMITATION, RECOMMENDATIONS & FUTURE RESEARCH

The major limitation of this study was the lack of time. Besides this other limitations are the biasness of respondents in filling the questionnaires. Moreover the sample size of this study was small. This study concentrates only on the Software industry Wipro Ltd., Greater Noida which could not be generalised for other software industry.

This study intends to make an important contribution that is, other studies examine the impact of rewards, recognition, salary, training and development, promotion etc on employee job satisfaction whereas this study examine the impact of organizational policy & strategy, nature of job, communication, personality, job stress and recruitment and selection strategy on employees job satisfaction. This study could be a helpful source for the management of the banking industry to attract, retain and motivate their efficient employees through taking into account these variables as important determinants of job satisfaction.

## REFERENCES

- [1] Abdul, M., Ismail, H., and Jaafar, N. I., Job Satisfaction among Executives: Case of Japanese Electrical and Electronic Manufacturing Companies, Malaysia, October, 2010, 6(2), 165-173.
- [2] Abdulla, J and Djebavni, Determinants of Job Satisfaction in the UAE A Case Study of Dubai police, 2011, vol 40, no. 1, pp. 126-146.
- [3] Calisir, F, Gumussoy, CA and iskin, I, Factors affecting intention to quit among IT Professionals in Turkey', 2011 vol 40, no. 4, pp. 514-533.
- [4] Siddique, Uzma and Aftab Farooqi, Yasir, Investigating the Relationship between Occupational Stress, Motivation and Job Satisfaction among University Teachers "A Case of University of Gujarat", International Journal of Academic Research in Progressive Education and Development, June 2014, Vol. 3, No. 4, ISSN: 2226-6348.
- [5] Ismail, et al., Relationship between Occupational Stress And Job Satisfaction: An Empirical Study In Malaysia, The Romanian Economic Journal, 2009, Vol 3, No. 29.
- [6] Viraj Samaranayake and Chandana Gamage, "Employee perception towards electronic monitoring at work place and its impact on job satisfaction of software professionals in Sri Lanka", Telematics and Informatics 29 (2012) 233-244, Elsevier Publications.
- [7] Geeta Kumari and Dr. K.M.Pandey, Analysis of an Individual's Behaviour in Work Environment for a Better Output, International Journal of Innovation, Management and Technology vol. 2, no. 2, pp.156-161, 2011
- [8] Geeta Kumari and K. M. Pandey, "Studies on Stress Management: A Case Study of Avatar Steel Industries, Chennai, India," International Journal of Innovation, Management and Technology vol. 2, no.5, pp. 360-367, 2011.
- [9] Geeta Kum ari and K. M. Pandey, "Job Satisfaction in Public Sector and Private Sector: A Comparison," International Journal of Innovation, Management and Technology vol. 2, no. 3, pp. 222-228, 2011
- [10] Kumari, G., Bahuguna, V., & Pandey, K.M., "Studies on Some Aspects of Job Satisfaction in Engineers India Limited," Global Journal of Management and Business Research, Volume 12, Issue 7, Version 1.0, April 2012, ISSN:0975-5853.
- [11] [11] Kumari, G., Bahuguna, V., & Pandey, K.M., "Studies on Job Satisfaction: A Case study of Engineers India Limited," Journal Of Applied Management and Investment", Volume 1, Nov., 2012.
- [12] [12] Geeta Kumari, Dr. Gaurav Joshi & Dr. K. M. Pandey, analysis of factors affecting job satisfaction of the employees in public and private sector, IJTEMT; www.ijtemt.org, EISSN: 2321-5518; Vol. III, Issue I, Feb. 2014, PP.11-19
- [13] [13] Geeta Kumari, Dr. Gaurav Joshi & Dr. K. M. Pandey, Job Stress in Software Companies: A Case Study of HCL Bangalore, India, Global Journal of Computer Science and Technology, Volume 1 Issue 1 Version 1.0 2015