

Factors Affecting Job Satisfaction of Software Professionals at IBM India Pvt. Ltd. Gurgaon India

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Abstract—The Software industry plays an important role in the country's economy. The aim of this research paper is to determine the factors affecting job satisfaction and getting a clear view of the level of satisfaction of software professionals at IBM India Pvt. Ltd. Gurgaon. Mainly, it was concerned with the relative importance and there is a need of analysis of different job satisfaction factors and how they contributed to the overall satisfaction of the software professionals. The findings was analysed in terms of organisational culture, pay compensation, career growth, social security and working environment as the most important factors that influenced job satisfaction. The questionnaire was prepared on the basis of Likert 5-point scale. The sample size was 100 for carrying out the study. Descriptive statistics was utilized in this research study including mean and standard deviation. For inferential statistics, correlation and regression analysis was done to enable data interpretation. The overall job satisfaction of software professionals at IBM India Pvt. Ltd, Gurgaon, was found at the positive level. The finding revealed that organisational culture shows the significant relation but weak impact on job satisfaction while relationship with pay and compensation, career growth, Social Security and working environment has not any significant impact on job satisfaction of software professionals at IBM India Pvt. Ltd, Gurgaon

Keywords: Job satisfaction, pay and compensation, organizational culture, correlation and regression analysis.

1. INTRODUCTION

Job satisfaction is an inner feeling of an employee about their job by performing his/her assigned task. According to Lim [1], Job satisfaction is very important not only for employees but also for the success of the organization because if an employee is not satisfied with his/her job then he/she will not be loyal with the organization. Job dissatisfaction and lack of loyalty to the organization may search for other jobs Reed et al. [2]. According to Wright and Davis [3] job satisfaction positively affected the ability, effort and capability of the employees while if employees were not satisfied with the job then it may cause turnover intentions, increasing costs, decreasing profits and ultimately customer unhappiness with the organization .

According to Zaffane [4], some components affect the job satisfaction which can be extrinsic or intrinsic motivating factors.

2. REVIEW OF LITERATURE

It is well known that satisfied and happy workers are assets of an organisation. Employee Job dissatisfaction can be attributed to various reasons like poor organisational climate, lack of opportunities for career growth, lack of promotion, poor remuneration , poor working environment and lack of communication etc . According to Robbins and Sanghi [5], organizational culture is a system of common values which estimates that employees accept the similar organization culture even with different background within the organization. Lai [6], suggested that the employee job satisfaction relates to the design of compensation system for a business due to payment strategies based on compensation system and should be appreciated. He argued that an efficient compensation system results in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. The study concludes that the intrinsic factors of motivation, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene (external) factors have got no significant relationship with job satisfaction of employees satisfaction. Choi, *et al.* [7], suggested that employee's dissatisfaction with career planning and development opportunities are negatively associated with high employee turnover. So, the career planning approaches reflect the most important asset in any organisation. Samuel [8], concluded that most organizations do pay more attention of employee's performance appraisals. He noted that the employee performance is tied to employee satisfaction by coaching and mentoring. Saleem et al.[9], worked on determinants of job

satisfaction among employees of banking industry at Bahawalpur'. The study revealed that all the variables like organisational policy and strategy, nature of work, communication, job stress, employees personality and recruitment and selection procedure have significant association with employees job satisfaction. According to Senol [10], motivational tools can change the employee's perception of job security in terms of employee's future employment. They noted that employees are more satisfied in public services as compared to private services in terms of job security. Bakotic et al. [11], revealed that there is no significant difference in overall job satisfaction between workers who work in normal working conditions and workers who work in difficult working conditions. Therefore, it was found that the satisfaction with working conditions is higher in case of workers who work in the administration than in case of workers who work in difficult working conditions. Finally, it was investigated that in both cases normal and difficult working condition, the working conditions are important factor of their overall job satisfaction. Kahya [12], investigated that there were substantial relationships between employee performance for both job grade and environmental conditions.

Kumari G and Pandey, K.M. [15] 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.

Geeta Kumari Dr. Gaurav Joshi & Dr. K M. Pandey[16] 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.

Geeta Kumari, Gaurav Joshi and K M Pandey[17] 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.

Kumari, G., Bahuguna, V., & Pandey, K.M [18] 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.

2.1. Purpose of the study

The purpose of this study was to determine factors affecting job satisfaction of software professionals and to analyze the

impact of organisational culture, pay and compensation, career growth, working hours and social security at IBM India Pvt. Ltd. Gurgaon.

2.2. Research Objectives

1. To investigate the effect of organisational culture on employee's job satisfaction
2. To determine the relationship between pay and compensation in terms of job satisfaction of software professionals.
3. To investigate career growth effect on employees job satisfaction
4. To investigate working Environment effect on employees job satisfaction
5. To investigate social security effect on employees job satisfaction

2.3. Significance of the Study

This study will be beneficial to both management and staff at IBM India Pvt. Ltd., Gurgaon. They will be able to understand the factors that affect their employee job satisfaction. The study will also provide findings upon benchmark decision making in terms of organisational culture, pay and compensation, career growth working environment and social security which leads to employee job satisfaction. This research study will also benefit for software industries to establish that which factors affecting employee's job satisfaction and they can adopt and formulate a policy to increase the level of job satisfaction of their employee's. This study adds value and knowledge to researchers and academicians. By using the results of this study, researchers and academicians shall be able to establish trends by utilizing factual data from this research study on factors affecting employee job satisfaction.

2.4. Hypotheses of the study

H1: There is a significant relation between organizational culture and job satisfaction.

H2: There is a significant relation between pay and compensation in terms of job satisfaction.

H3: There is a significant relation between career growth and job satisfaction.

H4: There is a significant relation between social security and job satisfaction.

H5: There is a significant relation between working environment and job satisfaction.

3. RESEARCH METHODOLOGY

3.1. Research Design

According to Cooper and Schindler (2008), a research design as the scheme, outline or plan that is used to generate answers

for research problems. In this research study, the descriptive research design was adopted to fulfill the objectives. It describes data and characteristics about the population being studied.

3.2. Population

According to Cooper and Schindler (2008), population is defined as the total collection of elements under study whereby references have to be made. The population includes software professionals at IBM India Pvt. Ltd. Gurgaon.

3.3. Sample size

Cooper and Schindler (2008) defined a smaller set of elements from the larger population. Mugenda (2003) suggested that the choice of sample size is governed by the need of researcher to have their data, level of certainty and the accuracy. For the research study, the 100 employees were selected after considering time and cost involved in the survey.

3.4. Sampling Technique

The sampling method used in drawing samples from a population was driven by the objectives of the research activity. The sampling process was to be guided by the parameters in the population in line with specific objectives of the study (Cooper and Schindler, 2011). Convenience method of sampling is used to collect the data from the employees of the company.

3.5. Research Instrument

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.

3.6. Statistical Tools

The collected data has been analyzed by using the various statistical tools.

3.6.1. Descriptive Statistics

This statistics was utilized for measures of mean and measures of dispersion in standard deviation.

3.6.2. Regression Analysis and Correlation Analysis

Linear regression was used to determine the level of significance.

4. RESULTS AND DISCUSSION

4.1. Reliability Statistics

Reliability of the questionnaires for this study was evaluated through Cronbach's Alpha which measures the internal consistency. According to Borsboom (2009) reliability is defined as the consistency of measurements within an

instrument measuring the same thing. In this research study, the Cronbach alpha value for overall scale is equal to 0.595 and Cronbach alpha based on standardized items is 0.626. As it is more than 0.5 so this data is reliable.

Table 1: Data Reliability Statistics

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.595	0.626	21

4.2. Descriptive Analysis

The Table 2 shows the descriptive statistics which consists of mean and standard deviation of the variables. In table 2 job satisfaction shows the higher mean value of 3.76.

4.3. Correlation Analysis

The bivariate correlation signified the correlation between two continuous variables and it measures the linear relationship. The possible values in this correlation range from -1 to +1. The value indicates the strength in relationship and sign (-1or+1) indicates the direction.

4.4. Linear Regression Analysis

Regression analysis generates an equation to describe the statistical relationship between one or more predictor variables. In this research study, linear regression was used to check the impact of independent variables on dependent variable. Regression table measures the amount of total variation in dependent variable due to the independent variable. Table 4a shows that the value of adjusted R² is 0.356. This value indicates that there is almost 35.6 % variation in dependent variable (job satisfaction) due to a one unit change in independent variables. F value is 11.938 at 0.000 significant level which shows that the model is good as its value is less than 0.05. The ANOVA table 4b is explained in such a way about explaining that how well the regression equations fit in data. Here the regression model predicted about the dependent variable significantly well. The coefficient table 4c provides the necessary information to predict impact of independent variable on dependent variable. Moving on the beta value of independent variable (organisational culture) is 0.547 with t value 6.020 and significant level of 0.000. The beta value of independent variable (pay & compensation) is -0.037 with t value -0.417 and significant level of 0.677. The beta value of independent variable (career growth) is -0.139 with t value -1.399 and significant level of 0.165. The beta value of independent variable (social security) is 0.150 with t value 1.510 and significant level of 0.134. The beta value of independent

variable (working environment) is -0.145 with t value -1.745 and significant level 0.084.

This beta value indicates the amount of change in the dependent variable (job satisfaction) due to changes in independent variables (organisational culture, pay and compensation, career growth, social security and working environment). From the table 4c organisational culture shows the significant relation but it has got weak impact on job satisfaction. Relationship with pay and compensation, career growth, social security and working environment has not got any significant impact on job satisfaction of software professionals at IBM India Pvt. Ltd. Gurgaon. Therefore, Hypothesis (H1) is accepted because the p-value is less than 0.05 while Hypothesis (H2, H3, H4, and H5) is rejected because the p-value is more than 0.05.

Table 2: Descriptive Statistics

Descriptive Statistics			
Variables	Mean	Standard Deviation	Sample size(N)
Organisational Culture	3.38	1.213	100
Pay and compensation	3.283	1.352	100
Career Growth	2.913	1.433	100
Social Security	3.165	1.496	100
Working Environment	3.205	2.742	100
Job Satisfaction	3.76	1.564	100

Table 3: Correlation Analysis

Variables	1	2	3	4	5	6
Organisational Culture	1					
Pay and compensation	0.160**	1				
Career Growth	-0.37	-0.63	1			
Social Security	0.02	-0.135	0.250**	1		
Working Environment	0.022	-0.77	0.1	0.01	1	
Job Satisfaction	0.581*	0.13	-0.254	0.04	-0.237*	1
Correlation is significant at the 0.01 level (2-tailed).** Correlation is significant at the 0.05 level (2-tailed).*						

Table 4a: Linear Regression Model Summary

Model Summary ^a				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.623 ^a	0.388	0.356	1.246
a. Predictors: (Constant), WORKING ENVIRONMENT, CAREER GROWTH, PAY AND COMPENSATION, ORGANISATIONAL CULTURE, SOCIAL SECURITY				

Table 4 b: Linear Regression ANOVA

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	92.723	5	18.545	11.938	0.000 ^b
	Residual	146.027	94	1.553		
	Total	238.75	99			
a. Dependent Variable: JOBSATISFACTION						
b. Predictors: (Constant), WORKING ENVIRONMENT, CAREER GROWTH, PAY AND COMPENSATION, ORGANISATIONAL CULTURE, SOCIAL SECURITY						

Table 4c: Linear Regression Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.(p value)
		B	Std. Error	Beta		
1	(Constant)	2.117	0.737		2.872	0.005
	ORGANISATIONAL CULTURE	0.696	0.116	0.547	6.02	0
	PAYAND COMPENSATION	-0.049	0.116	-0.037	-0.417	0.677
	CAREER GROWTH	-0.154	0.11	-0.139	-1.399	0.165
	SOCIAL SECURITY	0.159	0.105	0.15	1.51	0.134
	WORKING ENVIRONMENT	-0.172	0.099	-0.145	-1.745	0.084

5. CONCLUSIONS

Employees are the assets of any organisation. If the employees are satisfied, the service quality will improve as well as organisational productivity will improve. The aim of this research study was to analyze possible factors that can affect

employee's job satisfaction at IBM India, Pvt. Ltd. Gurgaon. The finding revealed that the key factor was organisational culture which contributes to employee's satisfaction. Organisational culture shows the significant relation but weak impact on job satisfaction. Relationship with pay and compensation, career growth, social security and working environment has not got any significant impact on job satisfaction of software professionals at IBM India Pvt. Ltd. Gurgaon.

6. RECOMMENDATIONS

1. Organizational policies regarding culture should be clear for understanding the employees. Employee's behaviour towards their work and organization are affected by organization policy and culture.
2. Organization should have a flexible work culture and top management should use the decentralized technique of management so that employees at low level have authority and power to make decision regarding any problem.
3. Proper communication should be from top to bottom level management and each and every employee must have direct dealing with the top level management. This thing will impact positively their satisfaction level as well as employees performance which will increase the organization productivity.

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