Job Satisfaction among Software Professionals in IBM India Pvt. Ltd. Gurgaon India: A Comparison between Officers and Staff

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Abstract—*Job satisfaction is one of the most globally discussed issues. The aim of this research paper is to investigate the level of job satisfaction among staff and officer software professionals in IBM India Pvt. Ltd., Gurgaon, India. The authors have tried to see the level of job satisfaction variation with the change in role in a software organisation. This is also analysed who gives more time to the organisation, it is the staff or it is officer. In fact the major responsibility lies with the officers. The pretested questionnaires were used for data collection and the questionnaires were formulated on the basis of Likert 5-point scale. The sample size was taken as 90; out of these 60 employees were staff and 30 were officers for carrying out the analysis. The SPSS version 20 was used for data analysis. The independent sample t- test has been used in the study to analyze the job satisfaction level among staff and officer software professionals in the above stated company. The results indicated that the factors of job satisfaction in staff and officers lead to statistically significant. The finding were supported with the two hypotheses, the officer software professionals were more satisfied as compared to the staff software professionals in terms of job satisfaction in the said company. The samples were appeared to be more satisfied with appreciation and rewards, communication, co-workers, pay promotion and supervision. It is observed from the analysis that officers give more time for the development of the company.*

Keywords: *job satisfaction, mean comparison, staff and officer software employees, data collection, pay, promotion, supervision.*

1. INTRODUCTION

Job satisfaction is the perception of the person towards his or her job and job related activities. It is a combination of psychological and emotional experiences at work. According to Locke [1], Job satisfaction is a "pleasurable or emotional state resulting from the appraisal of one's job experience". It is the perception of the employee as to whether his or her job provides him with the outcomes. Job satisfaction is determined by how well the result of the job fulfils the expectations of the employee. Hulin and Judge [2] declared that job satisfaction includes multidimensional <u>psychological</u> responses to an individual's job. The individual's responses have cognitive (evaluative), affective (or emotional) and behavioral components. The emotional component refers to the feelings regarding the job like boredom, anxiety, or excitement. The cognitive component of job satisfaction refers to beliefs regarding one's job, for example, feeling that one's job is mentally demanding and challenging. Finally, the behavioral component includes people's actions in relation to their work, which may include being tardy, staying late, or pretending to be ill in order to avoid work. Mueller and Kim [3], there are two types of job satisfaction based on the level of employees' feelings about their jobs. The first is global job satisfaction which refers to employees' overall feelings about their jobs i.e. Overall, I love my job. The second is job facet satisfaction, which refers to feelings about specific job aspects, such as salary, benefits, and the quality of relationships with one's co-workers i.e. Overall, I love my job, but my schedule is difficult to manage .There are some important factors influencing job satisfaction may be classified in two categories.

1. Environmental factors: Job content, Occupational level, Pay and Promotion, Work group and Supervision.

2. Personal factors: Age, Sex, Educational level, Marital status and Work Experience

2. REVIEW OF LITERATURE

The present study examines the job satisfaction, i.e. the degree to which job features that are highly valued by individuals are present in their work environment. Maheshpriya [4] found that moderate level of job satisfaction among the software professionals and the author also concluded that the demographic variables like age, marital status, monthly income, experience and nature of work influence the job satisfaction level of the employees in software industries. Olorunsola [5] worked on job satisfaction of administrative staff. He investigated whether worker's job satisfaction is

related to their personal characteristics or not. An instrument titled Job Satisfaction Questionnaire (JSQ) was used to collect data. The descriptive analysis of the data was done using t-test analysis, one-way and post hoc ANOVA. The findings revealed that job satisfaction of the administrative staff was significant. Furthermore, working experience will not significantly influence job satisfaction of workers, while age will significantly influence job satisfaction of the administrators also. Sex made a significant difference in job satisfaction of workers. Volsky and Aguilar [6] examined the gender differences in cooperate extension. They formulated a generalized model of employee satisfaction and tested it for both female and male U.S Extension employees. The results indicated that there were no differences in the antecedents of employee satisfaction between genders. Westlund [7] conducted a study of 496 software professionals across the United States to assess relationships between job satisfaction and turnover intention. In fact, the findings revealed a significant negative relationship between overall job satisfaction and turnover intention. Rosnowski and Hulin [8] examined that the most informative information to have about an employee in an organization was a valid measure of his overall level of job satisfaction. Suki [9] worked on job satisfaction and organizational commitment: The effect of gender on employee perception of job satisfaction and organizational commitment is also studied in this context. The study revealed that employee's gender has no significant effect on his/her perception of job satisfaction and men and women have the same level of organizational commitment. Kumari and Jafri S. [10], worked on a study on level of organizational commitment of male and female teachers of secondary school to investigate the overall level of organizational commitment of male and female teachers of Secondary school of Aligarh Muslim University. Data was analyzed by using t-test. Results revealed that overall percentage of female teacher's organizational commitment was much higher than male teachers. Tilak and Lalita [11] worked on comparative analysis of job satisfaction among teachers of private and government school. Findings revealed that the employee's gender has significant effect on his/her perception of job satisfaction. They concluded that the male teachers were more satisfied as compared to female teachers. Kumari, Joshi and Pandey [12] worked on job satisfaction and job stress in software companies: a review. In the above paper a review analysis has been carried out to analyze what has been done so far in last 10 years about job satisfaction and job stress and where there is a need to carry the research further with this respect in software companies in India. In these review articles chosen, most of the article taken has got analysis from SPSS method software used as statistical tool. Kumari, Joshi and Pandey [13] worked on factors influencing job satisfaction among employees in software industries: a case study of Wipro Ltd., Greater Noida, India. The main objective of their research paper was to identify the factors affecting the job satisfaction among employees in Software Industry, Wipro Ltd., Greater Noida and to analyze the impact of

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

Kumari Joshi and Pandey [14] worked on relationship between job stress and job satisfaction in software industries: a case study of Wipro Ltd., Greater Noida, India. The aim of the research work was to find out the relationship between job stress and job satisfaction among software professionals. Job satisfaction has been treated as dependent variable and organisational culture and job stress has been treated as an independent variable. Based on the literature review, the following two hypotheses were formulated, the first one states that there is no significant relationship exists between Job stress and job satisfaction and the second one states that there is a significant relationship existing between job satisfaction and organisational culture. The research has been conducted among software professionals in Wipro Ltd. Greater Noida. A simple convenience sampling technique was used. For research study questionnaire method has been used for data collection tool. Descriptive statistics, correlation, reliability and regression analysis are used to analyze data. The Pearson correlation result shows that there is no significant relationship existing between job stress and job satisfaction of the software professional at Wipro Ltd., Greater Noida, and India. So it is analysed that both the hypotheses were accepted. Kumari Joshi and Pandey [15] worked on studies on job stress in employees of software companies: a review. In this review paper, studies have been undertaken to explore the scope of further research in the direction of job stress. It is observed that there is a definite need for organizations to devise and invest in strategies that can keep the level of role stress within manageable limit among employees. It is even true for teaching profession. It is established that teaching is a process dealing with human minds. It is vital therefore that the teachers must possess sound mental health. Evidently, the facets of teachers' performance such as creativity, classroom management, and implementation of teaching techniques may suffer when job dissatisfaction and the level of occupational stress increases.

Kumari,Joshi and Pandey [16] worked on a comparative analysis of job satisfaction of male and female software professionals in HCL Pvt. Ltd, Noida, India. Their findings are stated below. The aim of their research paper was to find out the job satisfaction between male and female software professionals in HCL Pvt. Ltd., Noida. The study investigated the key factors of job satisfaction which contributed to job

satisfaction among the software employees in the organization. The study was also focused on the increasing mobility of the software professionals' and their contribution in the organization. The study aimed to access the level of job satisfaction between male and female employees and to explore the employees' views and experience regarding different components. The well- designed pretested questionnaire was used for data collection. The total sample size for research study was 100. Out of these 100 employees 69 % were male and 31% were female employees. The convenience sampling was used for the study. In this technique, the questionnaires were mailed to 150 employees in HCL Pvt. Ltd., yielding a response 100, out of 150employees Here, Job satisfaction has been treated as dependent variable and job stress has been treated as an independent variable. The collected data was analyzed using descriptive method. A statistical tool of mean comparison was fitted to data analysis. The result shows that now a day's job satisfaction cannot be 100 percent at any point of time but it can be maximum provided some conditions are fulfilled. Those conditions are discussed in detail in this paper.

2.1. Objective of the Study

a. To measure the level of job satisfaction of employees in IBM India Pvt. Ltd., Gurgaon.

b. To identify a comparative study between staff and officer software professionals in terms of job satisfaction.

2.2 Significance of the Research

The research study was to identify the level of satisfaction of employees in software industry, IBM India Pvt. Ltd., Gurgaon. The research study can be help to the managerial decision making in IBM India Pvt. Ltd.

2.3 Hypotheses of the Study

H1: There is no significant difference in terms of job satisfaction of staff and officer software professionals.

H2: There is the significant difference in terms of job satisfaction of staff and officer software professionals.

3. RESEARCH METHODOLOGY

3.1. Research Design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose. In this study, the descriptive research design was adopted to fulfill the objectives.

3.2. Research instruments and methods

For the research study, data was collected with the help of structured questionnaire. The questionnaire was framed on Likert 5 point scale like 1- strongly disagree,2-disagree,3 neither agree nor disagree,4-agree and 5- strongly agree.

3.3. Statistical Tools Used

The collected data has been analyzed by using Independent samples t- test. The t-test is used to compare the values of the means from two samples and test whether it is likely that the samples are from populations having different mean values. If the value of two tailed significance is less than .05(p<.05) or equal to.05 (p=.05) then it indicates that the difference between mean is statistically significant.

4. RESULTS AND DISCUSSION

4.1. Demographic Profile of the respondents

Results in Table no. 1 shows that the respondents in the study were composed of 60 staff members and 30 officers. The majority of the respondent in the study were like the following: unmarried 55 and 35 married. The respondents in the study range in age like following: 15 under 25 years, 45 between 25-30 years and the range 20 between 30-35 years and 10 between 35-40 years. The 60 of the respondent in the study has experience between 0-5years, 20 between 5 to 10 years 10 between 10 to 15 years and 0 of more 15 years

Table 1: Demographic characteristics of the respondents

S. No.	Variables	Alternatives	Frequency	No. of employees
1	Software Professionals	Staff	60	60
		Officer	30	30
2	Age	Below 25 years	15	15
		25-30years	45	45
		30-40 years	20	20
		Above 40 years	10	10
3	Marital Status	Single	55	55
		Married	35	35
4	Work Experience	0-5years	60	60
		5-10 years	20	20
		10-15	10	10
		Above 15 years	0	0
5	Education	Under graduate	0	0
		Graduate	50	50
		Post Graduate	30	30
		Others	10	10
7	Working Shift	Day shift	70	70
		Night Shift	7	7
		Alternative	13	13
8	Annual Income	Less than 5 lacs	30	30
		5-10 lacs	30	30
		10-15	25	25
		More than 20 lacs	5	5

The respondents in the study were 30 officer and 60 staff. The Company had 5 working days in a week. The 70 respondents have been working in day shift, 7 at night shift and 13 in alternative shift. The respondents were getting annual packages between the ranges of 5 lacs for 30 people, 5-10 lacs for 30 people, 10-15 lacs for 25 people, and more than 20 lacs 5 people.

4.2. Comparative analysis of job satisfaction level between staff and officer software professionals

In Table no. 2 the results indicate the range of various job satisfaction dimensions with different mean score value. The average mean value of staff software professionals is 2.692 and standard deviation is seen as 1.359 and mean value of officer software professional was calculated as 3.914 with the software and standard deviation was found to be 0.939. This finding reported that officer software professionals were more satisfied as compared to staff software professionals in terms of job satisfaction. In case of officer software professionals, appreciation and rewards showed the highest satisfaction with mean of 4.45 and standard deviation of 0.504. Subsequently, physical working condition with mean of 4.43 and standard deviation of 0.626 whereas staff software professionals were more satisfied with salary mean value of 3.07 and standard deviation of 1.517. Subsequently, working hours with mean value of 3.00 and standard deviation of 1.677 is observed for staff. From the Table no. 2 , the findings indicated that there is no significant difference between staff and officer in terms of salary and working hours because the value of two tailed significance is more than 0.05 and there is significant difference between staff and officer in terms of various job dimensions like authority and responsibility, welfare facilities, career prospects, appreciation and rewards, physical working conditions, communications, promotion policy, co-workers, fringe benefits, recognition, job condition, job security and supervision because the all job satisfaction dimensions show the value of two tailed significance having less than 0.05(p=0.05). The findings reveal that the officer software professional were more satisfied in terms of job satisfaction as compared to staff software professionals. Officers enjoyed their work with responsibility. Officers were getting more acknowledgements due to administrative experience and constructive nature towards their work as compared to staff at IBM India Pvt. Ltd., Gurgaon. The findings also revealed that both staff and officer software professionals received proper working conditions in the organization. In the comparative ranking of job dimension between staff and officer, the staff software professionals were less satisfied in welfare facilities while officer software professionals got lowest satisfaction in salary and working hours as analyzed with the software SPSS version 20. Therefore the hypothesis H2 is accepted in

Table 2: Results of Mean score (M), Standard Deviation (SD) with significant value (p) of various dimensions of job satisfaction level of staff & officer software professionals

Sl. No.	Dimensions of Job Satisfaction	Staff N=60		Officer N=30		Sig. value Of t-test(two tailed)	
		Mean (M)	Standard Deviation (SD)	Mean (M)	Standard deviation (SD)	Staff	Officer
1.	Salary	3.07	1.517	2.63	.928	.155	.098
2.	Working Hours	3.00	1.677	3.20	.925	.545	.468
3.	Authority and Responsibility	2.88	1.367	4.00	1.017	.000	.000
4.	Welfare facilities	2.45	1.371	4.03	.765	.000	.000
5.	Career prospect	2.52	1.282	4.30	.702	.000	.000
6.	Appreciation and rewards	2.75	1.385	4.43	.504	.000	.000
7.	Physical working condition	2.53	1.384	4.43	.626	.000	.000
8.	Communication	2.53	1.295	4.17	.699	.000	.000
9.	Promotion Policy	2.47	1.385	4.07	.828	.000	.000
10.	co-workers	2.55	1.268	4.27	.640	.000	.000
11.	Fringe Benefits	2.90	1.231	4.27	1.015	.000	.000
12.	Recognition	2.75	1.384	3.73	1.311	.001	.002
13.	Job condition	2.70	1.319	3.73	1.363	.001	.001
14.	Job Security	2.65	1.363	3.73	1.388	.001	.001
15.	Supervision	2.63	1.377	3.73	1.388	.001	.001
Average		2.692	1.359	3.914	.939		

terms of various job satisfaction dimensions like authority and responsibility, welfare facilities, career prospect, appreciation and rewards, physical working condition, communication, promotion policy, co-workers, fringe benefits, recognition, job condition, job security and supervision because the all p-values are less than 0.05. The findings also revealed that the most of the software professionals of IBM India Pvt. Ltd. were satisfied with their job.

5. CONCLUSIONS

The finding of study showed that the most of the software professionals of IBM India Pvt. Ltd. were satisfied with their job. Officer professionals were more satisfied as compared to staff. As study is confined to a specific industry the outcomes of the study cannot be generalized to other industries as well. Due to limited time the sample size is of only 90 which is again one of the limitations of the study.

If the staff will get positive and constructive feedback from an employer then it will boost an employee's morale and will keep them working in the right direction. Giving staff the freedom of authority of their work may help in increasing the level of job satisfaction. Giving a staff the assurance about their job security will most likely increase job satisfaction. The similar comparative study can be done in other software industries, manufacturing service sectors and educational sectors.

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