



A study on IT Sector Employee Job Satisfaction and Organisational Commitment in Selected Companies – Chennai City

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Abstract

Employee organisational commitment is the strength of the organisation to achieve organisational goals. The achievement is the mission of the organisation and employee satisfaction is important in the organisation. Employee satisfaction in the work and their commitment are interdependent. The present study focuses on finding the relationship between job satisfaction and organisational commitment among employees of IT companies in Chennai. The data was collected from 110 respondents working in the IT sector. The data collection was done by sending the questionnaire to the employees working in the IT sector in Chennai City. The data included information on employee demographic details like age, marital status, education and experience. The data is analysed by descriptive statistics and chi-square test. The results indicate that there is a positive relationship between employee satisfaction and commitment to the organization.

Keywords: Organisational commitment, Job satisfaction

1.1. Introduction

The information technology sector has been considered one of the key industries for providing employment opportunities. The success of the organisation brings different perspectives and facilitates economic development. The development of the IT sector is considered a source of competitive advantage. The higher productivity of employees at the workplace is based on positive employee attitudes towards job advancement, which increases the competitiveness of the organisation. The job satisfaction of employees in IT companies has gradually increased; however, the percentages as compared to other sectors are still very low. In recent times, the perception of IT sector employees has been shifting towards their growth jobs and status in society. The management of the organisation is necessary to establish the job progress of employees in the organisation. The overall percentage of employee participation in the workforce has increased in sectors such as education and the representation of the employees varies significantly at different levels in organisations. The percentage of employee participation increases as they climb up the corporate ladder. Job progression is less for

employees; there is low job satisfaction and most of the time employees withdraw from their job due to various barriers to job progression. Retaining employees to ensure high job satisfaction will have a significant outcome for the organisation. Hence, it is important for the organization's strategic importance to retain employees and ensure high job satisfaction among them. Therefore, it is necessary to ensure the workforce does not remain dissatisfied, resulting in low performance and that the workforce brings diversity, fosters innovation and brings a higher level of employee performance. Different factors may be reasons for dissatisfaction and choosing to withdraw from a job. The purpose of the study is to explore the relationship between job satisfaction, employee empowerment and organisational commitment. The present study has been mainly focused on the rights, conditions and arrangements.

It's evident that almost everyone working in the organisation strives in their work environment for job success. The job satisfaction of an employee is built on many personality-related organisational practises. Organisational commitment and performance management all impact the job. Job satisfaction is the success and achievements with positive outcomes that result from an individual's work performance in the organisation. The outcomes of job satisfaction are positive and evident in the health, well-being and prolonged existence of employees in the organisation (Leung et al., 2011). Job satisfaction is a subjective measure of the perception of employees about their overall job goals, income goals and job advancements. It's one's internal assessment of his or her job and feeling of professional achievement (Hennequin, 2007). The higher satisfaction of an employee indicates more commitment to the organisation and contributes more to organisational growth. Such employees would be an asset to the organisation. Therefore, job success is about satisfaction for a longer period, whereas job satisfaction is limited to the present job of employees.

Review of Literature

Negi and Singh (2012) found that the challenges in managing the professional lives of employees in the banking sector. The causes and consequences of imbalances in work life based on demographic structures, organisational hierarchy levels, welfare and growth, family responsibilities and societal commitment were assessed. In comparison to 58% of employees in the private sector, more than 70% of those employed in the public sector expressed dissatisfaction with the policies governing time off and family obligations, according to the survey, which was performed in the city of Dehradun. The majority of female employees stated that after marriage and having children, they cannot advance in their careers at the same rate. Additionally, it has been determined that working shifts has an impact on marital relationships and that stress from too much work makes them difficult.

1.2. Sample of the Study

The population of the study is comprised of employees working in information and technology companies in Chennai. Only five IT sector companies were conveniently sampled in this study. From each company, a sample of 25 respondents was selected for the study. There were 100 questionnaires distributed to the employees, of which 112 were received and two were found incomplete. Therefore, the present study covers a total of 110 respondents.

1.3. Profile of the employees

The profile of the employee includes, gender, age, education, marital status, income and experience and listed in Table 1.

Table 1
Profile of the Employees

Profile of the Employee		No. Respondents	Percentage
Gender	Male	66	73.33
	Female	44	48.89
	Total	90	100.00
Age	21 to 35 years	19	17.27
	36 to 50 years	60	54.55
	Above 50 years	31	28.18
	Total	90	100.00
Education	Diploma	33	30.00
	Bachelor Degree	28	25.45
	Master Degree	29	26.36
	Others	20	18.18
	Total	90	100.00
Marital status	Married	82	74.55
	Um married	28	25.45
	Total	90	100.00
Income	Below ₹25,000	17	15.45
	Between ₹25,000 to ₹50,000	47	42.73
	Between ₹50,000 to ₹75,000	32	29.09
	Above ₹75,000	14	12.73
	Total	90	100.00
Experience	Less than 3 years	10	9.09
	3 to 6 years	43	39.09
	6 to 9 years	40	36.36
	More than 9 years	17	15.45
	Total	90	100.00

Source: Primary Data

Table 1 depicts that 60% of the respondents are male and the rest, 40%, are female. The age category indicates that 54.55% of the respondents are in the age category of 36 to 55 years, followed by 28.18% in the age category of above 55 years and 17.27% in the age category of 21 to 35 years. Education represents 30.00%, 25.45%, 26.36% and 18.18% of the respondents' education, respectively. Nearly three-quarters of the respondents (74.55%) are married and more than one-fourth (25.45%) are unmarried employees. The income of the respondents shows a highest of 42.73% earning income between 25,000 and 50,000, followed by 29.09% earning income between 50,000 and 75,000, 15.45% earning income below 25,000 and 12.73% earning income above 75,000. The respondents (39.09%) have experience of 3 to 6 years, 36.36% have experience of 6 to 9 years, 15.45% have experience of more than 9 years and 9.09% have experience of less than 3 years among the selected employees.

1.4. Job satisfaction

Job satisfaction is the response of the employee viewed as particular aspects of pay, supervision, training, rewards, promotion, etc. It is one of the significant factors to determine employee job satisfaction, specifically pay satisfaction and it is positively associate the pay levels. Employee job satisfaction is positively connected to performance of the employee in the organisation; positive values, attitudes and motivation lead to reduced rates of absenteeism and an increased rate of turnover (Begley & Czajka, 1993; Tharenou, 1993). Higher satisfaction with work means employees have better health and live longer and satisfaction on the job carries The organisation was also satisfied with higher productivity and business performance. Hence, it is important to analyse the job satisfaction of the employee to identify the level of work commitment. Table 2 presents the job satisfaction of employees in IT companies.

Table 2
Job satisfaction

S. No.	Variables		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean
1.	Chance to be “somebody” in the community.	No.	63	20	4	8	15	110	4.42
		%	57.27	18.18	3.64	7.27	13.64	100.00	
2.	Opportunity to perform a tasks by using the skills	No.	71	14	1	6	18	110	4.48
		%	64.55	12.73	0.91	5.45	16.36	100.00	
3.	Chances for advancement and rewards in this job.	No.	58	29	3	8	12	110	4.47
		%	52.73	26.36	2.73	7.27	10.91	100.00	
4.	Freedom to use own judgment	No.	68	16	3	7	16	110	4.47
		%	61.82	14.55	2.73	6.36	14.55	100.00	
5.	Opportunity to experiment with own working methods	No.	62	26	4	7	11	110	4.56
		%	56.36	23.64	3.64	6.36	10.00	100.00	
6.	Benefits received from the organization	No.	71	15	3	6	15	110	4.56
		%	64.55	13.64	2.73	5.45	13.64	100.00	
7.	Supervision in the organization	No.	67	19	3	7	14	110	4.53
		%	60.91	17.27	2.73	6.36	12.73	100.00	
8.	Co-workers in the organization	No.	67	19	2	7	15	110	4.51
		%	60.91	17.27	1.82	6.36	13.64	100.00	
9.	Organizational support and training	No.	53	29	3	12	13	110	4.31
		%	48.18	26.36	2.73	10.91	11.82	100.00	

Source: Primary Data

Table 2 shows that benefits received from the organisation (64.55 strongly agree and 13.64% agree), makes use of the abilities (64.55 strongly agree and 12.73% agree), freedom of the employee in own judgement (61.82% strongly agree and 14.55% agree), supervision in the organisation (60.91% strongly agree and 17.27 percent agree) and opportunity to experiment with own working methods (56.36% strongly agree and 23.64% agree) are the highest job satisfaction factors among the employees, since more than three-fourth of the employees are satisfied with the above statements in the study. The chances for advancement and

organisational support are also well accepted among the selected respondents in the study. However, the chance to be "somebody" in the community is the least important factor among the respondents in the study.

The acceptance score also reveals a higher acceptance of 4.56 chances of doing your own job and benefits received, while it is low at 4.31 for organisational support and training.

1.5. Organisational Commitment

Motivation and satisfaction are important factors to determine the employees feel that they belongs to the organisation. The organisation needs to motivate the employee towards commitment to the organisation. Employee performance is one of the significant constructs that impact organisational performance, along with commitment, satisfaction and organisational behaviour. Organisational commitment is the comparative effectiveness of the recognition and credentials of employees with their organisation. It plays significant role in the success of organisation. Table 3 shows the organisational commitment of the employees.

Table 3
Organizational Commitment

S. No.	Variables		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Mean
1.	Speak with friends about the organization is a great place to work for	No.	63	22	2	7	16	110	4.43
		%	57.27	20.00	1.82	6.36	14.55	100.00	
2.	Proud to inform others that I am part of the organization	No.	52	31	3	9	15	110	4.30
		%	47.27	28.18	2.73	8.18	13.64	100.00	
3.	Extremely glad to select this organization at the time joined	No.	61	21	5	12	11	110	4.43
		%	55.45	19.09	4.55	10.91	10.00	100.00	
4.	This is the best of all possible organizations for which to work	No.	44	30	11	10	15	110	4.12
		%	40.00	27.27	10.00	9.09	13.64	100.00	
5.	Leave to this organization is difficulty	No.	70	18	2	4	16	110	4.57
		%	63.64	16.36	1.82	3.64	14.55	100.00	
6.	A great deal to this organization	No.	60	25	3	9	13	110	4.44
		%	54.55	22.73	2.73	8.18	11.82	100.00	
7.	The way of co-workers get along with each other	No.	68	17	2	6	16	109	4.46
		%	61.82	15.45	1.82	5.45	14.55	99.09	
8.	The praise to get for doing a good job	No.	53	30	6	9	12	110	4.37
		%	48.18	27.27	5.45	8.18	10.91	100.00	
9.	This organization deserves the loyalty	No.	55	28	5	9	13	110	4.37
		%	50.00	25.45	4.55	8.18	11.82	100.00	

Source: Primary Data

Table 3 highlights the most (80%) of the respondents agree that leaving this organisation is difficult, while 18.18% disagree with the statement. The next level of 77.27% agrees a great deal with this organisation, while 20% disagree with the statement. Similarly, 77.27 percent agree and 20.91 percent disagree with speaking with friends about the organisation; 77.27% agree and 20% disagree with the way co-workers get along with each other.

The third level of being proud to inform others (75.45% agree, 21.82% disagree), this organisation deserves loyalty (75.45% agree, 20% disagree) and getting praise for doing a good job (74.55% agree, 19.09% disagree) are the highest organisational commitment factors among the employees, since more than 80 percent of the employees are satisfied with the above statements.

They were extremely glad to select this organisation and the present organisation is the best place to work, which is the least important factor among the respondents in the study.

The acceptance score also reveals a higher acceptance of 4.46 for the way co-workers get along with each other, while it is low at 4.12 for this being the present organizations is the best for working.

H₀₁: There is no significant association between the job satisfaction of the employee and their work commitment in the organisation.

Table 4
Job Satisfaction and Work Commitment

	Pearson χ-Square Value	Df	Asymptotic Sig. (2-sided)
Chance to be “somebody” in the community.	175.932	92	0.001*
Opportunity to perform a tasks by using the skills	276.817	92	0.001*
Chances for advancement and rewards in this job.	214.869	92	0.001*
Freedom to use own judgment	237.518	92	0.001*
Opportunity to experiment with own working methods	208.751	92	0.001*
Benefits received from the organization	187.930	92	0.001*
Supervision in the organization	194.466	92	0.001*
Co-workers in the organization	211.597	92	0.001*
Organizational support and training	201.970	92	0.001*

Source: Computation Based on Primary Data

Table 4 shows the calculated chi-square value of job satisfaction and organisational commitment to the organisation. The results of the χ value indicate that there is a significant association between the job satisfaction of the employees and their work commitment in the organisation. Hence, the formulated hypothesis is rejected.

1.6. Suggestions and Conclusion

Employee satisfaction and their commitment to the organisation are interrelated and it is important for organisations to achieve their objectives. Hence, it is important for the organisation to take steps to increase the perceived level of job satisfaction by increasing the commitment of employees towards the organisation. The organisation also needs to satisfy the employee in terms of pay, recognition and promotion. Employees' commitment level, reducing layoffs and disciplinary actions are also important to the organisation. The result establishes a relationship between with commitment and job satisfaction among employees. The effect of job satisfaction on employees brings insights into policies and practises that may facilitate higher work commitment to promote the organisation. Job satisfaction has been an important area of research as it has high implications for practitioners and is important for employees as well as the organisation.

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