

The Study of Job Satisfaction Factors on Employee Retention on It Industry in NCR

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Abstract

Job satisfaction is considered to be one of the most essential variables in the life of an employee of any organisation. Employee satisfaction is a measure of how happy workers are with their job and working environment. Job satisfaction refers to the positive attitudes or emotional feelings of people about the work or about various aspects of work. In today's era, because of global competition, talented employee retention becomes challenge for the organization. Employee Job satisfaction and employee retention are closely related with each other. The growing interest in job satisfaction is justified by the fact that in today's business conditions, employees and their knowledge are becoming key factors in achieving competitive advantage. Companies that build work environments that attract, motivate, and retain talented employees will be better positioned to succeed in today's competitive business world that demands quality and cost-efficiency. The main challenges that organizations are facing today is not only managing its HR but also satisfying and retaining them. Thus, the objective of this paper was to: examine the factors which affect the job satisfaction of employees. Determine the affect of job satisfaction on employees' retention and suggest recommendations on possible ways to improve employees' retention.

Keywords: *Employee Retention, Job Satisfaction, Job Performance*

Introduction

Employees are the life-blood of any business establishment. Even though virtually all organization is nowadays technologically driven in modern business management, human resources are still relevant and most desirable resources of the organization. Human resources are the people who formulate up the employees of an organization, for business economy. Human capital is occasionally used synonymously with human resources. It is difficult for the

organization to compete in the current era of competition without the reliable and competent Human Resource. Employee retention refers to the capability of an organization to keep hold of its employees. Employee retention can be representing by an uncomplicated statistic. However, may consider employee retention as performance to the efforts by which employers' effort to sustain employees in their workforce. Employee satisfaction is a measure of how happy workers are with their job and working environment. Job satisfaction is positive feelings, pleasure about the job.

There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. The concept of job satisfaction has gained importance ever since the human relations approach has become popular. Job satisfaction involves complex number of variables, conditions, feelings and behavioral tendencies.

Job satisfaction depicts how contented an employee is with his or her job. It is the sum of pleasure or contentment associated with a job. Job satisfaction is a part of life satisfaction. It is an emotional response to a job [Parvin & Kabir, 2011; Singh & Jain, 2013]. Employee satisfaction is one of the most importantly and widely researched topics in the field of organization psychology. Job Satisfaction is an expressive response to a job. Job satisfaction has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives.

Employee retention, on the other hand, has been viewed as a responsibility to continue to do business or exchange with a particular organization on an ongoing basis [Zeineldin, 2000]. Attracting and retaining talented workforce play an essential role for any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. However, in a competitive business world, the retention of skilled employees is very hard to do.

2. Literature Review

Mehta M & Kurbetti A (2014), This paper reviews best HR practices which will help employee retention and commitment in an organization like :Career Development opportunity, employee talent management, recruitment, on boarding and orientation, investment in training and development, compensation, work life balance, culture, leadership, communication, image, empowerment, work redesigning, employee engagement practices, workplace surveys and audits, personal habits, role of HR head, role of supervisor, work place politics, perks & flextime, performance appraisal, Role models at workplace etc.

Thakur P (2014), this paper having objective of finding out the effect of employee engagement on job satisfaction. This paper come up with findings like there is positive relationship between employee engagement and job satisfaction in IT sector. It says that employee engagement have positive impact on job satisfaction. This paper also concluded that work motivation can be improved through increasing job authority and account ability. At the clerical level, rewards and sanctions are significantly associated with job involvement.

Coetzee and Schreuder (2013), argue it is therefore important that organisations have both hygiene factors and motivation factors to keep their employees satisfied so that they will not leave the organisation. Motivation factors are often said to lead to high retention but the absence of hygiene factors may result in increased turnover.

Gupta N (2013), this paper is having the objective to study employee retention in Tourism Industry. It says employee retention is used as tool to lower down the attrition rate. It comes with suggestions like offer competitive compensation package, career development programs, provide quality supervision & mentorship, employee recognition, employee reward programs, loyalty bonus, employee recreation, gifts at some occasions, lifestyle choices. The study concludes that tourism industry lacks in manpower retention because of less salary packages, people joining industry are having basic qualification and not the tourism related qualification, people having tourism related degree are not getting its benefits and HRD practices are not standardized.

Singh J & Jain M (2013), this paper says that employee attitude reflects moral of the company. It concludes as happy employees are extremely important as they represent company in market. It says that job satisfaction is one of the most critical factors for managing their employees. Policy makers and managers are using various strategies for employee satisfaction. Good work environment and good work conditions increase satisfaction and in turn employee will give their best with improved performance.

Sageer A, Rafat S, Agarwal P (2012), this paper is having objective to find out variables affecting employee satisfaction and their impact on the organization. Employee satisfaction variables are of two types' organizational variables and personal variables. Organizational variables include organizational development, compensation benefits policies, promotion and career development, job satisfaction, job security, work environment and condition, relationships with management, work group, leadership style. A personal variable includes personality, expectation, age, education, gender differences etc. these variables plays important role in job satisfaction and satisfied employee use to perform with positive energy.

Vidal, Valle and Aragón, (2007), Job satisfaction is complex phenomenon with multi facets and influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment.

George & Jones (2002), study explains that level of job satisfaction in the work place is the factor that influences absenteeism which in turn it may cost employee turnover and the impact of it is at times employees might resign or leave their jobs.

DeYoung (2000), one of the core concepts in Human Resources literature for employers is the retention and development of the human capital to facilitate a competitive advantage

3. Research Methodology

Non-probability sampling technique was used for collecting the Quantitative data. Data that is gathered from IT sector former employees in NCR region will be recorded and information about employees that are employed will be generated. Questionnaires were distributed to former employees so that some light can be fallen on the facts which made employees to leave a company. Also their attitudes can get revealed about the company they left. The questionnaires that were circulated consist of 5-point Likert scale. The questionnaires were circulated among 100 targets respondents and all 100 respondents return the filled questionnaires.

Prior study articles and journals were read out and used for the secondary data which helped in emerging the theoretical outline whereas the questionnaires were used for collecting the primary data. The questionnaires were got filled by IT sector former employees in NCR region.

A. Research Design

For this study two questionnaire were formed for identifying the frequency of the Job satisfaction factors or aspects from the respondents and the frequency for the Job Importance factors for the respondents to continue with their job and the organization. Comparison has been done to understand which factor is important for the respondents and have higher priority for the respondents for continue with their existing job and organization. Comparison of the aspects for Satisfaction and Importance of the job for employees help to conclude and understand the respondents' prospects.

B. Data Analysis

Once the data was collected, the next step was data analysis. The Statistical package for social sciences (SPSS)-version 16.0 was utilize for the data analysis because it is incredibly efficient computer program, that can deal with vast quantity of data and accurateness of results is certain and assured. For this study, there are many tests that can be applied under this study but the most suitable method which is t-test that was used for comparison of Satisfaction and Important aspects.

Descriptive Statistics: Satisfaction

The table below, Table 1 represents the Descriptive Statistics of Satisfaction aspects.

Table 1: Represent the Descriptive Statistics: Satisfaction

How satisfied I was with these work	Mean	Std Deviation
Being recognized when I do a Good job	4	0.094
My Salary	3	0.904
Being treated fairly by my Supervisor	3	1.429
Company policy and Procedures	3.2	0.99
Having communication with my supervisors	3.2	1.616
Having supportive Supervisor	2.8	1.178
Understanding what is expected of time	2.8	1.485
Having supportive Coworkers	2.8	0.404
Getting training need to do my job well	2.6	1.03
Being able to balance my work and home life	2.6	0.808
Feeling good about my Work	2.6	0.495
My work	2.2	0.756

According to respondents, high recognition at the workplace boosts their satisfaction level. Also, proper salary, support from the supervisors, giving proper training to the employees, maintaining work –life balance, getting fairly treated by the supervisors, understanding the work that is expected from them, feeling good about work and benefits brings confidence in them to a major extent. Appreciating the efforts of the employees plays a major role in determining employee retention. Employees tend to leave a company when they are not getting recognized at work.

Descriptive Statistics: Importance

The table below, Table 2 represents the Descriptive Statistics of Importance aspects of my job for me

Table 2: Represent the Descriptive statistics: Importance

How much these aspects are important for me performing job	Mean	Std. Deviation
Importance of good feeling about employment	6.0	0.00
Importance of communication with the superior	4.8	0.404
Importance of Superior fairly treatment	4.8	0.404
Importance of Supportive-Superior	4.6	0.495
Importance of Supportive Peer's	4.6	0.495
Importance of able to balance personal and professional life	4.4	0.495
Importance of recognition when performing good job	4.4	0.495
Importance of considerate what's expected from me	4.2	0.756
Importance of training	4.0	0.639
Importance of policy and procedure of company	4.8	0.756
Importance of Salary	4.4	0.495
Importance of Benefit's	4.4	1.641

According to respondents following are the factors are considered most important for them: up to mark communication with the supervisors, feeling good about the work they are doing, when they are being treated fairly by the supervisors. On the counter part, salary and benefits, policies and procedures are considered less important to them.

T-tests: Satisfaction VS Importance

The table below, Table 3 represents the Comparison of the aspects for Satisfaction and Importance of the job for employees by using the T-test

Table 3: Represent the T-tests: Satisfaction VS Importance

Job Aspects	T Value	P Value
Salary	-20.004	0.000
Policy and Procedures of Company	-22.862	0.000
Recognition when performing good job	-20.004	0.000
Supportive Superior	-26.192	0.000
Benefit's	-14.718	0.000
Considerate what's expected from me	-21.000	0.000
Supportive Peer's	-49.000	0.000
Training for performing well	-34.293	0.000
Communication with Superiors	-12.160	0.000
Able to balance personal and professional life	-26.192	0.000
Feeling good about employment	-48.582	0.000
Superior fairly treatment	-16.807	0.000

It is evident from Table 3 that there lies an association between satisfaction of employees and numerous factors given above to ($p < 0.001$). As it can get concluded from the table that no employee is satisfied with the factors that are there in the Table 3. All the employees expect that the organization should offer improved work place, good leadership skills and further procedures as well.

4. Result and Discussion

Long-run success and health of any organization depends upon the retention of skilled employees. They are the most vital and dynamic resources of any organization as the knowledge and skills of employees have become highly important in gaining competitive advantage in today's business environment. Hence keeping a well trained, skilled, and

contended workforce can lead an organization to greater heights while the lack of it can hamper its growth badly. Besides, it has been observed that employee turnover is becoming a challenge which costs a lot of efforts, money, and energy. So, every resignation saved is money earned. The main role of HR, therefore, is to understand the critical issues of employee retention, integrate them into the organization's HR policy, and support employee retention programmes. In IT sector nature of job is stress and compressed and doesn't provide scope to interact with other colleagues and peers. As a result employees leave the organization to grab the better opportunities. The employees are also dissatisfied with the appraisal system. It is suggested that the IT industry should made the curtail attrition and must come up with innovative strategies to retain the employees.

5. Conclusion

The primary findings assisted the researcher in answering the research questions that were formulated for this study. The study concluded that the majority of employees are not satisfied with their last organization and given a chance; they exit and joined the new and another organisation. Both primary and secondary findings indicated that employees wish to be part of the decision making processes in the organisation as this gives them a sense of belonging and appreciation. Retention of talented employee is one of the major challenges faced by the organization. Today because of tough in IT Industry competition, employee has many options available.

6. Limitations and Recommendations of The Study

Several limitations have been encounter by researcher in this study. Firstly, time restriction was the problems, study had to complete in the limited time. Secondly, the respondents could be biased in filling the questionnaire given to them. Thirdly; it's the sample size that can be broader. The geographical area selected is a specific one, with very specific characteristics, therefore, impedes to an extent the simplification of outcome. Therefore, this study possibly will be extended to comprise a larger geographical region, bearing in mind their effect on the financial and institutional framework.

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