

Factors Affecting Job Satisfaction of Software Professionals in Bangalore City

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ABSTRACT

The studying of job satisfaction is a great relevance to know satisfied employees. The satisfied employees exhibit the difference in terms of performance, behaviour, and effectiveness in work. The paper's main objective is to analyse the factors impact on job satisfaction of software professionals in Bangalore city. The paper considered six independent variables, one dependent variable and each constitutes five items. The structured questionnaire was prepared on Likert 5-point scale and sample size was 295 considered in the study. The findings depict that pay&compensation, career development, social security, and working environment significant impact on job satisfaction, whereas organizational culture and employer relationship were not significant impact on job satisfaction of software professionals in Bangalore city.

1. Introduction

India's software sector produces the case of an internationally viable high-tech industry in the perspective of a fast-developing economy. India's exports of software services, which accounted for US\$128 million in 1990-91 increased to \$137 billion in 2018-19. The software industry's exports of services gradually increased since 1991 due to offshore development, software consultancy services and niche products. Majority of US and European IT firms had set up software development and Research & Development centers in India, particularly in Bangalore (Nasscom Report, 2019). The industry competitiveness mainly attributed on engineering manpower with strong communication skills and low cost of scientific knowledge. With due from grand heritage, financial and legislative systems of India tend to fall comfort zones towards west with huge workforce. Till the time of liberalization in the 1990s, post independent socialism, British colonization and the caste system have been influential forces in shaping India. In contradiction of this background is the pressure originating from the opening of the economy where competence is slowly gaining ground against the assurance to caste relationships, and a super competence environment is resulting in more transparency, less bureaucracy and a move towards professionalism and the adoption of western approaches to HRM (Pio, 2007; Som, 2007). The people in India born into their castes, it creates a social hierarchy that spills over into organisational life. This kind of scenario made a change in terms of HRM evolution towards industrial relations and personal function. It creates and moulding of strategic, systematic policies and practices aligned with business goals in an intense global competitive environment. Even though drastic theoretical and empirical literature on strategic and systematic HRM is available in India, but the comprehensive picture of HRM is lacking in Indian context (Pio, 2007). Still, this gap is explored and at the same time, a stable employee-employer relationship has been identified as one of the key factors in enhancing the performance of individuals and organisations (Paul & Anantharaman, 2004). The software sector of India is renowned to be dynamic and people centered (Mathew &

Ogbonna, 2009). This context provides a compelling reason to research and analyse the HRM practices that are developing in the Indian IT companies. Many of the studies not explored on up to what extent the HR practices can be unique, to be considered and ways to develop them. From the vast literature the agenda of the research is on HR practice in Indian IT firms and the research aim to gather experiences and expectations in relation to software professionals in Indian IT companies. In this connection, the focus of the study is to analyse and measure the factors affecting on job satisfaction of software professionals with respect to Bangalore city, Karnataka.

2. Literature Review

In Indian context there is complex and demanding challenges placed before the efficient management of human resources due to unique economic, socio-cultural, legal, and political environments of India. During the mid to late 1990s due to liberalisation, the competition between Indian and global firms increased and Indian firms were faced tremendous pressure to change from indigenous, costly and less effective technology to a more highly effective one (Krishna and Monappa, 1994; Budhwar and Bhatnagar, 2009). These conditions demanded an effort to IT firms upgrade to change the bureaucracy at all operational levels in addition to infrastructure and organisational culture. During the post 1991 the policies were switched from labour intensive to capital intensive production methods and thereby organisations forced to remove surplus labour and generate new sustainable employment. These burdens compelled Indian IT firms to enhance the quality, increase productivity, meet international requirements, reduce costs, create employment, and lower the voluntary and involuntary absenteeism (Budhwar, 2004). However, there is an opportunity for resource mobilisation from new sources have been created through the liberalisation of the Indian economy. HRM issues have now become more important with the firms' strategies of expansion, diversification, and Internationalisation. According to (Budhwar and Bhatnagar, 2009), to bring about large-scale structural changes, it is required to develop a domestic workforce

capable of taking on the challenges thrown up by the new economic environment. During this transition, one thing is very clear that all the threats and opportunities created by the liberalization have significant consequences for the Indian HRM system. Indian Organisations that have upgraded the technology now compete with Multinational Enterprises (MNEs) and are considering the need to develop a highly diverse workforce with well trained, motivated, and efficient employees. In India, the total workforce would be approximately 397 million and out of which 8 percent engaged in organised sector and remaining 92 percent is employed in the unorganised sector. In the total employment, majority, i.e. 60 percent of the workforce is employed in the agriculture sector and remaining 40 percent in non-agricultural sector. It is to identify that approximately 15 percent of the workforce is estimated that in the wage/salary employment category. It is also noticed that majority employees, i.e. 60 percent of the workforce constitutes from rural and 40 percent for urban areas respectively (Saini & Budhwar, 2004; Budhwar & Bhatnagar, 2009). According to (Som, 2007) study suggested that Indian organisations must adapt better HRM practices both critically and constructively to nurture creativity among employees due to increased competition resulted from liberalisation. (Budhwar and Bhatnagar, 2009) book mentioned that key developments, future challenges, specific sector HR policies, emerging themes, best practices adopted in the competition, and to move forward effectively in Indian HRM practices. The majority of HR efforts in Indian organizations are detached from the overall organizational effort (Budhwar & Khatri, 2001). Most Indian management is reactive in its approaches to HRM. Two explanations can be given for this. First, it is mainly due to the continuing perception of management about the personnel function. Indian managements still think that personnel should play a reactive role. Second, until the economic reforms, there was no real pressure on management to give due importance to human resources and to make their personnel function strategic. However, there is an increased emphasis on HR related activities seen in Indian organizations and the main reason is linked to the liberalization of the economy. There is a significant variation evidenced that across different category of employees in strategic HRM in the Indian context. There are several outcomes for the low-level sharing of strategic and financial information with different levels of employees. According to (Budhwar & Khatri, 2001; Sharma, 1984) study opined that mistrust between superior and subordinates, delegation of high possessive attitudes on their subordinates, and Indian managers' centralised decision making. With this due consideration, there is a need of different HR practices for various levels of employees. Hence, the study is based on the different levels of employees like early, mid, and mature career of the largest and the best IT firms in India. From the literature, it is clearly noticed that there is a transformation taking place in Indian organisations from traditional administrative types to a more strategic and proactive type due to liberalisation. Even trade unions also been noted that from antagonistic to supportive towards respective management and some indications noticed there is an increased emphasis on training & development, performance based compensation, and preference in talent in recruitment are taken place (Budhwar & Khatri, 2001). (Arthur and Boyles, 2007; Bowen, Galang, & Pillai, 2002; Budhwar & Bhatnagar, 2009; Budhwar & Khatri, 2001)

studies focused on the definition of HRM practice, quality of the HR practices implementation and experienced by employees and managers. In addition to this good HR practices changes the perception, and mindset of the employees towards organisation. (Björkman & Budhwar, 2007; Lowe, Milliman, De Cieri, & Dowling, 2002; Von Glinow, Drost, & Teagarden, 2002) research findings across culturally diverse countries shows that best HR practices around the globe leads to competitive advantage. (Budhwar & Sparrow, 1997; Aycan et al., 2000; Dowling & Welch, 2004) says that there is a lack of research on social-culture attributes in Indian context. (Budhwar and Boyne, 2004) conducted a comparative study between public and private sector organisations on HRM practices. The results seems to be similar HRM practices between these two sectors in the training and development, recruitment and selection, employee relations, pay and benefits, the structure of the HR department, the role of the HR function in corporate change, and emphasis on key HRM strategies. In addition to this private sector companies are adopting a more rational approach than the public sector in training evaluation, testing of job applicants, training needs analysis, performance related pay, and job evaluation. The overall result depicts that skill-based workers are positively reacted towards rationalised HRM system in India.

3. Conceptual background

Organisational culture is one of the important building block and good workplace for a successful organisation. (Hofstede, 1980) proposed five dimensions model of cultural differences and these are considerable insight to know organizational behavior. (Cameron and Quinn, 1999) indicates that organisational culture leads to focus on competitive advantage of a company. (Schraeder & Self, 2003) there is a high level of corporate performance would be expected with strong culture constitutes well-integrated, effect set of values, beliefs, and behaviour. (Hackett & McDermott, 1999) says that compensation is function of human resource management and it is also paid to employees as rewards for performing the tasks assigned to them. HRM paid compensation to employees based on skills, seniority, performance, and experience. (Curran and Walsworth, 2014; Green and Heywood, 2008) Compensation includes variable pay, incentives and one of the most satisfying elements for the employee to increase productivity. (Williams, 2005) pointed out that all forms of pay or rewards that organization give to employees for doing their jobs are referred to as compensation and benefits. Arguably, salaries, commissions, bonus, and other non-cash benefits are important reason why people work. (Heywood and Wei, 2006) in present situation to gain competitive advantage market compensation plays a key role. There is performance based, profit based, incentive based, ownership based to retain and sustain the employees in the market. (Robbins & Coulter, 2002) Career can be defined as a series of positions employed by an individual throughout his or her lifespan. (Yilmaz, 2006) Career is the process that is directly related to personal, organizational goals and creates an accumulation of experiences emerging from the tasks, jobs, positions of the person or from the transitions such as promotions, transfers that the person goes through in these positions. (Baruch and Peiperl, 2000) conduct a study on Career management practices on UK companies. The survey has been collected

from managers on seventeen items constitutes performance appraisal as a basis for career planning, assessment centers, peer appraisal, upward (subordinate) appraisal, career counselling by direct supervisor, career counselling by HR Department, formal mentoring, career workshops, common career paths, dual ladder (parallel hierarchy for professional staff), written personal career planning (as done by the organization or jointly), retirement preparation programs, succession planning, books and/or pamphlets on career issues, postings regarding internal job openings, formal education as part of career development, and lateral moves to create cross-functional experience. (Lane et al., 2010; Denton, Z., 2005) job security will bring the happiness, joy, and loyalty on work being performed by the employee and they will give best results. According to (Ruvio and Rosenblatt, 1999) the employee would perform superior service when there is job security. Work environment refers to the working conditions of an organization. Many of the studies prove that conducive work environment can improve firm performance. The working conditions are conducive when organization provides their employees a safe and healthy environment, basic benefits, facilities and physical conditions like good lightings, ventilation etc. Organizations are expected to provide safe and healthy working environment to the employees, protect them from alcohol and drug/substance abuse, smoking, stress, and burnout. (James and James, 1989) studied on integrating work environment perceptions and the results found that value of reward framework, work challenge, reasonableness, work self-governance, and pioneer work assistance recognized measurements quantify workplace. Subsequently, workplace can be estimated regarding any factor that influences a worker's conduct in his or her association. (Danish, Ramazan, and Ahmad, 2013) found that employees can perform their jobs in better way in good atmosphere workplace. To bring the ideal outcomes from the employees and make to succeed the companies should plan their workplaces based on employees' dedication and inspiration. (Hanaysha and Tahir, 2016) identified that workplace contains factors such as administrative control, administrator's help, work clarity, contribution, physical comfort, assignment introduction, group union, development, innovation, and self-sufficiency. It claimed that better work environment conditions led to favourable effect on Job Satisfaction. (Mahmoud, 2008) employees can feel happy with their job when employer maintains friendly nature, respect, show fairness, and trust with them. Whereas they will not feel happy with their job if employers maintain abusive, rude, and strict attitude with them. (Willem et al., 2007) employees basically leaves their job because of bosses plays a vital role in companies. Employers are saying that workers are looking at actual rank while working rather than stepping stool (Chakrabarty et al., 2008). Employee satisfaction measure the degree to which employees are happy with their jobs. (Zhao, Wayne, Glibkowski, & Bravo, 2007) The relationship among the job satisfaction and HR practices has been studied comprehensively in numerous places in the world. Many of the researchers defines job satisfaction that employees in terms of work opportunities, work environment, management styles, and evaluations which lead to commitment toward the organisation. (Moyes et al., 2008; Hanaysha&Tahir, 2016)) assert that employee satisfaction describes how pleased an employee is with his or her position of employment. Employee satisfaction is

a comprehensive term to discuss job satisfaction of employees and the overall satisfaction with organization's policies and procedures.

4. Research Objectives

1. To know the employee's perception on various factors of job satisfaction.
2. To examine the relationship between factors and job satisfaction.
3. To investigate the impact of factors affecting on employee's job satisfaction.

5. Hypothesis of the Study

H1: There is a significant impact of organisational culture on job satisfaction

H2: There is a significant impact of pay & compensation on job satisfaction

H3: There is a significant impact of career development on job satisfaction

H4: There is a significant impact of social security on job satisfaction

H5: There is a significant impact of working environment on job satisfaction

H6: There is a significant impact of employer relationship on job satisfaction

6. Methodology

The study is basically empirical in nature and both primary and secondary data have been used. The population of the study confined to software employees in Bengaluru City. Bengaluru is the capital city of Karnataka state, it is second fastest growing major metropolis and it is a Silicon Valley of India or 'IT capital of India'. The city is a nation's leading exports in Information Technology and one of the most highly educated work forces in the world. In this study the employees under investigation includes software engineers, analysts, managers, testers, programmers, and developers. The sample size for the study is 295 and these responses were collected by distributing 350 questionnaires. The data collected from the respondents based on purposive sampling method. Structured questionnaire designed based on 35 items extracted from previous studies and it constitutes of seven variables i.e. Organizational culture (Schraeder & Self, 2003), Pay & Compensation (Williams, 2005 & Curran and Walsworth, 2014), Career development (Baruch and Peiperl, 2000), Social Security (Lane et al., 2010), Working Environment (Morgeson and Humphrey, 2006 & Hanaysha, 2016), Employer Relationship (Chakrabarty et al., 2008), and Job Satisfaction (Hanaysha & Tahir, 2016) each includes five items. All items were measured on a five-point Likert scale ranging from 'strongly disagree (1) to 'strongly agree (5). The data were collected from 362 software employees' and these responses considered for analysis. Further the collected data was analyzed through SPSS-16 software were measured mean, standard deviation, reliability analysis, correlation, and regression analysis. The study used to measure between independent variables (Organizational culture, Pay & Compensation, Career development, Social Security, Working Environment, Employer Relationship), and dependent variable (Job Satisfaction).

7. Results and Discussion

Table 1: Respondents' Demographic Profile

Variable	Item	No. of Respondents	Percent
Gender	Male	191	64.8
	Female	104	35.2
Age	20-29	114	38.4
	30-39	131	44.5
	40-49	40	13.6
	Above 50	10	3.5
Annual Income	Rs. 5, 00, 000-Rs. 10, 00, 000	84	28.4
	Rs. 10,00,001-Rs. 15, 00, 000	126	42.6
	Rs. 15, 00, 000-Rs. 20, 00, 000	78	26.5
	AboveRs. 20, 00, 000	7	2.5
Qualification	B.Tech	142	48.1
	MCA	62	21.1
	M.Tech	54	18.3
	Degree	37	12.5

Source: Authors own study

The majority of the respondents (64.8 percent) were male and remaining 35.2 percent were female, further, majority of the respondents (44.5 percent) belong to age group of 30-39 years followed by 38.4 percent belong to 20-29 years, 13.6 percent belong to 40-49 years and 3.5 percent are more than 50 age group. Majority of the respondents (66.4 percent) are having 5-10 years, followed 29.8 percent are 0-5 years, 3.8 percent are more than 10 years of work experience in various

companies. Most of the respondents (42.6 percent) were earning Rs. 10,00,001-Rs. 15, 00, 000, followed by 28.4 percent were between Rs. 5, 00, 000-Rs. 10, 00, 000, 26.5 percent were between Rs. 15, 00, 000-Rs. 20, 00, 000 and least 2.5 percent were earning above Rs. 20, 00, 000 as their annual income. Most of the respondents (48.1 percent) were B.Tech, followed by 21.1 percent were MCA, 18.3 percent were M.Tech and 12.5 percent were Degree as a qualification.

a) Descriptive Statistics

Table 2: Mean and Standard Deviation

Variables	Items	Mean	Standard Deviation
Organizational Culture	5	3.93	0.78
Pay & Compensation	5	3.71	0.93
Career Development	5	3.64	1.19
Social Security	5	3.68	1.29
Working Environment	5	3.78	0.85
Employer Relationship	5	3.45	1.08
Job Satisfaction	5	3.55	1.12

Source: Authors own study

From the Table-2 it is clear that software professionals' perception on mean for the organizational culture variable of 3.93 is high on 5-point Likert scale followed by working environment of 3.78, pay & compensation of 3.71, social security of 3.68, career development of 3.64, job satisfaction of 3.55, and employer relationship of 3.45. It is also observed that

the standard deviation for the social security of 1.29 is high, followed by career development of 1.19, job satisfaction of 1.12, employer relationship of 1.08, pay & compensation of 0.93, working environment of 0.85, and organizational culture of 0.78.

b) Reliability Analysis

Table 3: Reliability Analysis Results

Constructs	No of Items	Cronbach's Alpha (N = 295)
Organizational Culture	5	0.870
Pay & Compensation	5	0.937
Career development	5	0.812
Social Security	5	0.824
Working Environment	5	0.868
Employer Relationship	5	0.796
Job Satisfaction	5	0.824

Source: Authors own study

In this study Cronbach's Alpha used to measure reliability of seven constructs, it measures the internal consistency. Cronbach's alpha coefficient is widely used to measure reliability, if the Cronbach's alpha value is 0.6 or less generally

indicates unsatisfactory internal consistency reliability (Malhotra, 2004). Table 3 shows that Cronbach's Alpha value is above 0.6 for all the constructs, it indicates that all constructs are reliable.

c) Correlation Analysis

Table 4: Correlation Analysis Results

Construct	1	2	3	4	5	6	7
Organizational Culture							
Pay & Compensation	.702**						
Career development	.528**	.451**					
Social Security	.219*	.171	.351**				
Working Environment	.471**	.443**	.428**	.446**			
Employer Relationship	.304**	.287**	.273**	.496**	.506**		
Job Satisfaction	.553**	.519**	.444**	.528**	.596**	.569**	

Source: Authors own study

**Correlation is significant at the 0.05 level (2-tailed).

The table 4 explains the relationship between independent and dependent variables. The results highlighted that correlation between organizational culture and job satisfaction ranged from 0.553 to 0.569. It shows positive correlation between the dimensions and job satisfaction. Among all dimension work environment is having comparatively high correlation (0.596) with job satisfaction followed by employer relationship (0.569), organizational culture (0.553), social security (0.528), pay & compensation (0.519), and career development (0.44).

d) Linear Regression Analysis

Regression technique creates an equation to explain the statistical relationship between one or more predictor variables and one dependent variable. 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 5: Linear Regression Model Summary

Model Summary ^a				
Model	R	R Square	Adjusted R Square	Standard Error
1	0.638 ^a	0.598	0.486	1.236

a Predictors: (Constant), Organizational culture, Pay & Compensation, Career development, Social Security, Working Environment, Employer Relationship.

Source: Authors own study

According to the model summary from table 5, the R square value had gain 0.598, which is 60 percent. These mean that 60 percent of dependent variable of job satisfaction can be explained by it six independent variables. In this study independent variable refers to include Organizational culture, Pay & Compensation, Career development, Social Security,

Working Environment, Employer Relationship, it will conclude that 40 percent (100 percent–60 percent) of dependent variable of job satisfaction is explained by other potential factors. The value of adjusted R square with value of 0.486 which 48.6 percent represented the significant contribution of the six-independent variable toward dependent variable.

Table 6: Linear Regression ANOVA

ANOVA ^a					
	df	Sum of Squares	Mean Square	F	Significance F
Regression	5	91.16	17.38	11.63	0.00 ^b
Residual	289	151.82	1.42		
Total	294	242.98			

a Dependent Variable: JOBSATISFACTION
b Predictors: (Constant), Organizational culture, Pay & Compensation, Career development, Social Security, Working Environment, Employer Relationship.

Source: Authors own study

Table 6 indicates that the full model containing all predictors were statistically significant at 5 percent because the p-value of 0.00 is less than the significance level of 0.05. The F

statistics produced (F= 11.63) shows significant impact of predictors on job satisfaction. It is indicated that model being used in this research is good.

Table 7: Linear Regression Coefficients

Coefficients ^a					
Model	Unstandardized Coefficients		Standard Coefficients	t	Sig. (P-value)
	B	Std. Error	Beta		
Intercept	2.27	0.768		2.94	0.00
Organizational Culture	-0.05	0.23	-0.58	-0.20	0.84
Pay & Compensation	0.72	0.12	0.26	6.42	0.00
Career development	0.35	0.15	0.45	2.31	0.02
Social Security	0.57	0.17	0.36	3.40	0.00
Working Environment	0.68	0.19	0.49	0.38	0.03
Employer Relationship	-0.17	0.24	-0.14	-0.71	0.48

Source: Authors own study

From the table 7 provides the necessary information to predict impact of independent variable on dependent variable. Moving on the beta values of all independent variables such as organisational culture is -0.58 with t value -0.20 and significant level of 0.84; Pay & Compensation is 0.26 with t value 6.42 and significant level of 0.00; Career development is 0.45 with t value 2.31 and significant level of 0.02; Social security is 0.36 with t value 3.40 and significant level of 0.00; Working environment is 0.49 with t value 0.38 and significant level 0.03; Employer Relationship is -0.14 with t value -0.71 and significant level 0.48.

This beta value indicates the amount of change in the dependent variable (job satisfaction) due to changes in independent variables (Organizational culture, Pay & Compensation, Career development, Social Security, Working Environment, and Employer Relationship). Table 7 reveals that Pay & Compensation, Career development, Social Security, and Working Environment shows the significant impact on job satisfaction with the coefficients of 0.72, 0.35, 0.57, and 0.68, respectively. Organizational culture and employer relationship were not significant impact on job satisfaction of software professionals in Bangalore city.

8. Conclusion and Practical Implications

In any organization employees are the assets and play a key role in carrying out the operations. Employees can improve the productivity once they satisfy with policies of the organization. The study basically aims to analyse and measure the factors that can affect, on job satisfaction in Bangalore city. The study constitutes to consider six independent variables such as organizational culture, pay & compensation, career development, social security, working environment, and employer relationship one dependent variable job satisfaction. The SPSS software package used to measure and analyze between the variables. Pay &

Compensation, Career development, Social Security, and Working Environment show the significant impact on job satisfaction. Organizational culture and employer relationship were not significant impact on job satisfaction of software professionals in Bangalore city. Past research depicts that to generate the same kind of results, but in this study working environment would be an additional variable made a significant impact on job satisfaction. This study has important theoretical and managerial implications for business executives and human resource practitioners, with reference to the emerging market. The findings from this study provide a better insight on the factors that predict employee job satisfaction. Secondly, the insight from this study will enable policy makers, business executives, and HR managers implement HR strategy that can improve employee satisfaction and enhance business performance.

9. Future Research

As many researchers support that job satisfaction would be a very critical component of performance in all industries. This paper analyzed factors that have an impact on job satisfaction in the software industry in Bangalore city, Karnataka. In-depth studies can be conducted on employee's job satisfaction because it improves the performance of employees. The study targeted only on software industry, in future research can diversify to many other sectors like food industry, hotels, telecom, textile, financial services etc. The paper did not examine intrinsic factors like the extent to which employees believe in the work, skill variety, responsibility at work, level of training & development, and work meaningfulness. Hence, the future studies can be considered to analyze those intrinsic factors which can impact on job satisfaction.

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