

Workplace Complexities and Job Satisfaction in Current Corporate Scenario – A comparative study on IT and Non-IT sector

Dr.V.Hemanth kumar, Dr.P.Premchand Babu

Professor, Sri Sairam Institute of Management Studies, Sri Sairam Engg. College, Chennai, India

Professor, S.K. Institute of Management, S.K. University, Anantapur, India

Abstract: *In the target driven world filled with expectations, complexities and uncertainties. There comes the big debate on the existence of job satisfaction, especially when compared with IT and Non-IT sectors. With this focus in mind the study has been done with the objective of comparing the level of job satisfaction and the complexities among the employees of IT and Non-IT firms, the factors that affect and influence their satisfaction and how far the demographic variables contribute to it. The research methodology adopted is Descriptive in nature. The primary data has been collected with the help of a structured questionnaire from the sample size of 200 through Convenience sampling, where the sample is equally divided with IT and Non-IT employees. The data collected are tabulated using percentage analysis and chi-square test is done to find the significance of relationship among variables. The findings reveal that, Most of the respondents are Chennai based, earning an income of 3-5 lac p.a., the IT employees feel difficult to work 24x7 especially in Night, even though they are satisfied to work with latest technologies but tiring at times, worry about job insecurity, participative decision making is high in IT firms, and also satisfied with performance appraisals, channel of communication and incentives are good in IT, whereas the quality time for family is available to have work-life balance in Non-IT. While considering the overall satisfaction towards the job, its high in non-IT sector despite lesser monetary benefits, proving that financial benefits alone doesn't contribute to satisfaction.*

Key words: *Job Satisfaction, Complexities, Comparison, IT firms, Non-IT firms.*

I. Introduction

Job satisfaction is an important indication of how employees feel about their job and a predictor of work behavior such as Organizational, Citizenship, Absenteeism, Turnover, etc. Common research finding states that that job satisfaction is correlated with life style. These studies ultimately showed novel changes in work conditions temporarily increase productivity. Job satisfaction is an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with the job-evaluation may rest largely upon one's success or failure in the achievement of personal objective and upon perceived combination of the job and combination towards these ends. One benefit of job satisfaction studies is that management is able to gauge the levels of satisfaction of employees in their corporations. It indicates how employees feel about their job, the areas of satisfaction and dissatisfaction and action plans that can be worked out to improve the job satisfaction of employees.

Significance of Job Satisfaction

Employee Job satisfaction has been defined as a function of perceived performance and expectations. It is a persons' feeling of pleasure or disappointment resulting from Comparing a product' outcome to his/her expectations. If the performance falls short of expectations, the employee is dissatisfied and if it matches the expectations, the employee is satisfied. A high satisfaction implies improvement in efficiency and performance doing work or service. The process is however, more complicated than it appears. It is more important for any organization to offer high satisfaction, as it reflects high loyalty and it will not lead to switching over once a better offer comes in. It is requires to study the various factors to assess employee satisfaction level.

Workplace complexities

- *Reduced hierarchical structure*—Hierarchies are becoming cumbersome and cannot respond quickly to changing market demands, such as pressures for reduced cycle time and continuous innovation. Hierarchies are being replaced by cross unit organizational groupings with fewer layers and more decentralized decision making.

- *Vague boundaries*—As organizations become more laterally structured, boundaries begin to breakdown as different parts of the organization need to work more effectively together. Boundaries between departments as well as between job categories become looser and there is a greater need for task and knowledge sharing.
- *Teams as basic building block*—The move toward a team-based organizational structure results from pressures to make rapid decisions, to reduce inefficiencies, and to continually improve work processes.
- *New Management perspective*—Workers are no longer managed to comply with rules and orders, but rather to be committed to organizational goals and mission. As employees gain more decision authority and latitude, managers become more social supporters and coaches rather than commanders.
- *Continuous change*—Organizations are expected to continue the cycles of reflection and reorganization. However, changes may be both large and small and are likely to be interspersed with periods of stability. Kling and Zmuidzinas identify three types of change—"metamorphosis" (far reaching, fundamental change), "migration" (shifts toward a new form), and "elaboration" (changes that enhance some aspect of work).
- *Increased complexity of work*—Workers need to know more, not only to do their jobs and tasks, but also to work effectively with others on teams. Many knowledge-based tasks require sound analytical and judgment skills to carry out work that is more novel, extemporaneous, and context based, with few rules and structured ways of working. Although demand for high cognitive skills are especially prominent in professional, technical, and managerial jobs, even administrative tasks require more independent decision making and operational decision making.
- *Continuous competency development*—Not only do workers need to keep their technology skills up to date, they need to be continuous learners in their knowledge fields and to also be more conversant with business strategy. Time to read and attend training classes is no longer a perquisite of only a few, it is essential for all workers.
- *Different ways of thinking*—Cross-functional and cross boundary teams require the ability to see alternative angles and perspectives and to create new patterns of thinking that propel innovation. Workers also need to be able to synthesize disparate ideas in order to make the cognitive leaps that underlie innovation.

Factors that leads to Complexity

Diversity: Global organizations face a complex set of challenges characterized by diversity both Internal and External to the organization – across every aspect of the business itself and its strategy drivers. Internally, executives must manage and respond to more diversity in the (internationalizing) HR pool; more variety in the management systems; more variation in the means and ends ranging from simple financial goals to a more comprehensive view; and different business models for different types of business units. Externally, there is higher diversity: heterogeneous customer needs; differing cultural values; a plethora of stakeholders with different claims (investors, customers, employees, regulators etc.); various political, economic and legal environments; and finally, competitors' differing strategies.

Interdependence: Companies must manage the effect of global interdependence to an unprecedented degree: everything is related to everything else, and the impact is felt more rapidly and pervasively. Value webs have replaced traditional value chains. Reputation, financial flows, value chain flows, top management and corporate governance issues have reached advanced levels of interdependence. The less clear-cut the boundaries of a company become, the more it is exposed to impacts on the value chain flow through mistakes, frictions, reverse trends, or even shocks. Interdependence creates opportunities for globalization, but taking advantage of these opportunities raises difficult challenges.

Ambiguity: The business world today is characterized by too much information with less and less clarity on how to interpret and apply insights. A diversity of accounting standards renders financial figures ambiguous. Studies, scenarios, survey results, and reports become less reliable due to an ever-increasing uncertainty. Many businesses find it more and more difficult to discover what their clear value drivers are. Are they image, price, related services, privileged relationships, speed, knowledge, etc.

II. Review of Literature

Naser Valaei , Sajad Rezaei , (2016) The aim of this study is to examine the structural relationship between Spector's nine job satisfaction facets (supervision, nature of the work, communication, contingent rewards, co-worker, fringe benefits, payment, promotion and operating procedures), organizational commitment facets (normative commitment, affective commitment and continuance commitment) and the influence of employees' years of experience on satisfaction and commitment relationships. Owing to the nature of the industry. Employee satisfaction, retention and commitment in Information and Communications

Technology-Small and Medium-sized Enterprise (ICT-SME) is a matter of great concern. The findings indicate that payment, promotion, fringe benefits, co-worker, communication, operating procedures and nature of the work are positively associated with affective commitment. Furthermore, payment, promotion, fringe benefits, supervision, contingent rewards, operating procedures and nature of the work have a positive relationship with normative commitment. Considering employees' years of experience as a categorical moderating variable, the results of partial least squares multi-group analysis show how the discrepancies between employees' years of experience influence their level of commitment.

Bidisha Lahkar Das and Mukulesh Baruah(2013), Human resources are the life-blood of any organization. Even though most of the organizations are now a days, found to be technology driven, yet human resources are required to run the technology. They are the most vital and dynamic resources of any organization. With all round development in each and every area of the economy, there is stiff competition in the market. With this development and competition, there are lots and lots of avenues and opportunities available in the hands of the human resources. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. Securing and retaining skilled employees plays an important role for any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. Besides, continuously satisfying the employees is another challenge that the employers are facing today. Keeping into account the importance and sensitivity of the issue of retention to any organization, the present study tries to review the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees.

Ekta Sinha (2013), This research work has been done to measure the satisfaction level of employees with special reference to Kribhco, Surat. Today to sustain in such a competitive market its very important to retain good employees, that contribute towards the attainment of Organizational goal and customer satisfaction as well. Many researchers have worked in this area with different organizations but this kind of research work has not been done before in Kribhco, Surat. We went ahead in this research with sample size of 150 employees based on systematic sampling. Data was collected based on structured questionnaire method on Likert five point scale for 23 major variables which were reduced to five factors namely Empowerment & Work Environment, Working Relation, Salary & Future prospects, Training & work Involvement and Job Rotation. We found the employees to be satisfied on the basis of above said five factors. For the purpose of data analysis we used IBM SPSS 20. We performed factor analysis to reduce the data and non parametric tests as Kruskal-Wallis and Mann Whitney Rank test. Chi-Square tests were performed to view the satisfaction level of the employees against each major variables found after dimension reduction. We also found that a few important factors that normally contribute to the employee satisfaction didn't have much influence on employee satisfaction in Kribhco, Surat, such as: welfare measures, role clarity, freedom of decision making and recognition at work. The innovativeness and creativeness of employees also took a back seat as far as satisfaction level was concerned.

Alam Sageer,Dr. Sameena Rafat,Ms. Puja Agarwal (2012), Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work. Many measures support that employee satisfaction is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically Employee satisfaction is a measure of how happy workers are with their job and working environment. In this paper various variables responsible for employee satisfaction has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been described .This paper also deals the various ways by which one can improve employee satisfaction.

Praveen and Kabir(2011) in their study tested the factors affecting job satisfaction and suggested that the managers should focus on various factors that affect and enhance the employee job satisfaction for better performance of the organization.

Su-Chai Chang, Ming-Shing Lee, (2007), The main purpose of this paper is to investigate the relationship among leadership, organizational culture, the operation of learning organization and employees job satisfaction. The research results indicate that the various operation extents of learning organization have significant difference under the dimensions of leadership, organizational culture and the operation of learning organization. Both leadership and organizational culture can positively and significantly affect the operation of learning organization. In addition, the operation of learning organizations has a significantly positive effect on employees job satisfaction. The paper shows that, with the increasing number of knowledge workers in Taiwan, it is impossible for business administrators to satisfy employees' demands by means of conventional leadership. Instead, they are required to enhance their own skills in transformational leadership and, through setting a good example to employees, encouraging innovation and learning activities, developing employees' potentials, giving

education and training activities, etc, more money incentives, this is necessary to keep people with excellent talents.

Bradley E. Wright and Brian S. Davis (2003), This study on Job Satisfaction In The Public Sector -The Role of the Work Environment, examines the influence of the work environment on public employee feelings of job satisfaction, linking characteristics of the work context perceived to be more prevalent in public organizations with specific job characteristics that serve as important antecedents of job satisfaction. In particular, this study analyzes the effects of three components of the work context—organizational goal conflict, organizational goal specificity, and procedural constraints—and four job characteristics—job specificity, routines, feedback, and human resource development—faced by public employees. Building on previous research, a causal model of job satisfaction was tested in a covariance analysis (LISREL) using data from a survey of state government employees. The model explained two thirds of the variation in employee job satisfaction and suggests that the work context may not only be important in distinguishing between public and private sector employment but also may be at the root of any sector differences in job satisfaction.

Terry Lam, Hanqin Qiu Zhang, (2003) Studies of new employees’ socialization have gained importance in the fast food industry in view of the demand for high quality service in this increasingly competitive business environment. New employees in the industry are unique in terms of job expectations. The aim of this study was to investigate the unmet expectations of new employees, and the relationships between unmet expectations, job satisfaction and organizational commitment in the Hong Kong fast food industry. A sample of 203 employees from the industry was collected. The results show that expectations are normally unmet, and job characteristics, training and development, and compensation and fairness are related to satisfaction and commitment.

Need for the study

Employees will be more satisfied if they get what they expected, job satisfaction relates to inner feelings of workers. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Most people generalize that workers are concerned more about pay rather than other factors which also affects their level of satisfaction, such as canteen facilities, bonus, working condition, etc., these conditions are less significant when compared to pay. Employees play an important role, so job satisfaction is a very essential one, hence there arises a need to study on compare the job satisfaction level among IT and non IT employees.

Objectives of the study

- To compare the job satisfaction level of IT and non IT employees.
- To identify the factors those affect and influence job satisfaction.
- To know the impact of demographic variables on their job satisfaction.
- To ascertain the current level of job satisfaction/dissatisfaction and suggest measures to improve.

Limitations

- Time and cost is one of the prime constraint.
- The lack of co-operation from the respondents.
- Limited geographical coverage.
- The inference and findings are from the particular sample group and can’t be generalized.

III. Research Methodology

In this study descriptive research has been adopted. *Descriptive research* is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. Data sources consisted of primary and secondary. A well-*structured questionnaire* developed to generate the primary data. Sources of secondary data included the information extracted from the text books and published reports. The sampling procedure adopted is *Convenience sampling* with the *sample size of 200 respondents*. The data was tabulated and analyzed through Chi-square and simple percentage method to arrive at results.

Analysis and Interpretation

Table 1 Chi-square test – Gender Vs Job insecurity in IT

Ho: There is no significant relationship between gender of the respondents and job insecurity.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.769 ^a	4	.045
Likelihood Ratio	11.271	4	.024
Linear-by-Linear Association	1.363	1	.243
N of Valid Cases	99		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.39.

This test shows that there was significant difference between the gender of respondents in terms of job insecurity. The values chi square = 9.769 p = .045, denotes that since p-value is less than 0.05, it is concluded that there was association between the gender of respondents and job insecurity.

Hence H0 is rejected.

Inference : There is significant relationship between gender of the respondents and job insecurity.

Table 2 Chi-square test – Gender Vs Jon insecurity in Non-IT

Ho: There is no significant relationship between gender of the respondents and job insecurity.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.039 ^a	4	.283
Likelihood Ratio	6.482	4	.166
Linear-by-Linear Association	3.716	1	.054
N of Valid Cases	99		
a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.70.			

This test shows that there was no significant difference between the gender of respondents in terms of job insecurity. The values chi square = 5.039 p = .283, denotes that since p-value is greater than 0.05, it is concluded that there was no association between the gender of respondents and job insecurity.

Hence H0 is accepted.

Inference : There is no significant relationship between gender of the respondents and job insecurity.

IV. Summary of Findings

- Majority(54%) of the respondents are Male in the Information Technology sector and Female are high (57%) in the Non-IT sector.
- Majority (80%) of the respondents are the native of Chennai and the its almost the same in the both IT and Non-IT companies.
- All the respondents has the back ground with IT in their education, whereas in Non-IT, 80% are with other education back ground and 20% are with IT background, and they quit the job and joined in other companies.
- The salary differs from IT and Non-IT companies, where Most(71%) of IT workers draw an annual package of Rs.3-5 lacs, whereas the Non-IT persons has the annual income of Rs.1.5-2 lacs.
- Majority (76%) of the employees feel satisfied while working in the IT organization as they have latest technologies, whereas its only 55% of them feel satisfied in the Non-IT organizations, as they lack the modern technologies to support their work.
- Majority(70%) of the IT employees feel difficult to work in 24x7 culture, whereas its not the case with Non-IT employees, most of the organizations are not following that culture.
- The Excessive work load is a common factor, and its nearly 45% of the respondents feel it in both IT and Non-IT companies.
- Majority (75%) of the employees were not forced to work overtime in IT, and its 93% were not forced to work overtime in Non-IT.
- In IT companies, 64% of the employees feel that they are underpaid and its 92% with Non-IT who feel that they are underpaid, that lead to dis-satisfaction and create complexities in work place.
- Role clarity, continuous change, diversified workforce were the reasons quoted mostly by the IT employees that leads to complexity in work place, whereas the role clarity and autocratic leadership leads to complexities in Non-IT companies.
- Providing necessary information to perform their job effectively is agreed by 74% of the employees in IT and only by 54% in Non-IT.
- 61% with IT and its 54% with Non-IT agree that they do not have enough time for their hobbies and other interests.
- Most (32%) of the employees with IT and 43% with Non-IT worry about their job insecurity in their companies.
- 65% with IT and 80% with Non-IT were satisfied with their last cycle performance in their work, where the satisfaction level bit high in the non-IT companies, and less with IT companies, as the management expectation are much higher and hard to satisfy them.

- 85% of the Non-IT employees spend quality time with family and friends, whereas its only 38% of the IT employees agree to it.
- Participative Decision making is high in IT companies (67%) and comparatively low (57%) in Non-IT companies.
- Majority(65%) of the employees are satisfied towards the communication with their superior in IT, whereas its only 58% with Non-IT companies.
- As far the bonus and benefits are concerned, the satisfaction level is high in the Non-IT (62%) and in IT its 42% only.
- Majority(88%) of the IT employees are satisfied with the infrastructure facilities available in their work place and its only 45% with the Non-IT employees.
- Overall satisfaction working for their respective company is 56% with IT and 70% with non-IT employees.

V. Suggestions

- Diversified work force should be taken as a opportunity to learn more.
- Pay revision shall be made to cope up with the standard of living in cities and equivalent to the performance. The frequency of providing the bonus and benefits are to be increased than providing in a lump sum, that is much appreciated by the employees too.
- Latest technologies shall be adopted in the non-it firms to make the working at ease.
- Excessive work load should be reduced and should not force to work over time.
- Democratic leadership style to be adopted especially in non-it firms and Participative decision making shall be encouraged to reduce the complexities in work place.
- Expectations should be feasible from the employees of both the sectors.
- Job insecurity should be removed from the employees mindset to get him towards rendering the fullest potential.
- Work timing should be in such a manner so that the employees have adequate quality time with family and friends.
- The superiors should be approachable to share their views and get the assistance when required and not to be threat in both the sectors, bit now with Non-IT companies.
- The Role clarity is one of the prime factor that needs to be made clear both in IT and Non-IT firms.

VI. Conclusions

The shall be concluded lucidly by stating that, the employees in Non-IT companies are much satisfied than the employees in IT companies, this stands as the clear evidence that the job satisfaction is not only based on monetary benefits. Moreover the work place complexities are quiet common in both the sectors, and bit higher in IT companies as per the study results. Clarity in roles and management of change requires much attention. The optimistic fact is that, the employees are do not resist change, rather they accept it, provided its beneficial to them in any way, this shall be highlighted to reduce the complexities and gain their satisfaction to get their fullest performance to develop the organization. This is possible if the management considers the given findings and suggestions and act aptly.

References

- [1]. Alam Sageer, Dr. Sameena Rafat, Ms. Puja Agarwal(2012), IOSR Journal of Business and Management (IOSR-JBM) ISSN: 2278-487X. Volume V, Issue 1, PP 32-39.
- [2]. Bidisha Lahkar Das, Dr. Mukulesh Baruah (2013) "IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume XIV, Issue 2, Pp:8-16.
- [3]. Bradley E. Wright and Brian S. Davis (2003), The American Review of Public Administration, vol. 33 no. 1 70-90.
- [4]. Ekta Sinha International Journal of Modern Engineering Research (IJMER) www.ijmer.com Vol.III, Issue.1, Jan-Feb. 2013 pp-523-529 ISSN: 2249-6645.
- [5]. Naser Valaei , Sajad Rezaei , (2016) "Job satisfaction and organizational commitment: An empirical investigation among ICT-SMEs", Management Research Review, Vol. 39 Iss: 12, pp.1663 – 1694.
- [6]. Parvin, M.M. and Nurul Kabir, M.M.(2011). Factors affecting employee job satisfaction of pharmaceutical sector, Australian Journal of Business and Management Research, Vol.1 (9):113-123, December-2011
- [8]. Su-Chao Chang, Ming-Shing Lee, (2007) "A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction", The Learning Organization, Vol. 14 Iss: 2, pp.155 – 185.
- [9]. Terry Lam, Hanqin Qiu Zhang, (2003) "Job satisfaction and organizational commitment in the Hong Kong fast food industry", International Journal of Contemporary Hospitality Management, Vol. 15 Iss: 4, pp.214 – 220.