Introduction
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Although organizational commitment has been discussed frequently in organizational psychology for almost four decades, there are very few studies involving software professionals.

A recent estimate by Locke suggested that over five thousand articles or dissertations have been produced to date and the number is of course rising yearly. The reason for the popularity of the subject is not hard to explain. Most individuals’ spend a large part of their working lives at work, so that an understanding of factors involved in job satisfaction is relevant to improving the well-being of a large number of individuals’ in an important aspect of their lives. Another important reason for investigating job satisfaction is the belief that increasing job satisfaction will increase productivity and hence the profitability of the organization.

The Indian software industry has grown in spectacular fashion. Its success has, for the most part, been a combination of resource endowments, a mixture of benign neglect and active encouragement from a normally intrusive government, and good timing. The bulk of the Indian software exports have consisted of fairly mundane services such as low level programming and maintenance. The marked reliance on access to low cost human capital has prompted considerable skepticism about the ability of the Indian software industry to sustain its performance, given the rapid growth in the demand for engineers and the relatively inelastic supply of engineers.

However, the last decade has seen a spectator contradictory transformation. The Indian software industry has moved into high technology knowledge based operations. Many organizations have stated their focus on top end product development and also are getting involved into to consulting. Top notch global players are establishing their development centers in India.

Software and globalization provide both opportunities and challenges to developing countries. Whether these opportunities are successfully utilized depends upon the availability of infrastructure and educational skills, a conclusion arrived at by many development debates over the past few decades. In India, a number of factors have come
together to contribute to the success of this industry, in spite of relatively poor infrastructure and education levels.

Employees in India rate their work environment, teamwork and other aspects of their jobs more favorably than workers in other Asia-Pacific countries, according to a new WorkAsia study done by Watson Wyatt Worldwide, a leading global human capital consulting firm in year 2004.

Indian workers rate their job satisfaction, work environment and teamwork higher than any other categories measured. The high rating for effective teamwork are encouraging in the light of the high concentration of information technology and business process outsourcing firms in the Indian economy.

**IT Can Change the Face of India**

India’s software companies estimated a 5.5% growth in exports in the fiscal year 2009-10, reaffirming a growth trend that signals their emergence from a slump triggered by the global meltdown that saw overseas customers slashing technology budgets. Nasscom expects exports to rise faster, by as much as 15%, to $57 billion (Rs2.6 trillion) in the year to March 2011 from $49.7 billion in the year earlier. As per Nasscom figures, exports were at $47.1 billion in fiscal 2009.

During the start of the study the Indian Software and Services Industry was at revenue of USD 20.5 bn with domestic market of USD 4.2 bn during the financial year 2002-03.

The estimate for the current year is in line with Nasscom’s projected growth of 4-7%, but shy of the $50 billion mark that the industry body had estimated earlier. The growth came in the face of a 3% cut in worldwide technology spend, estimated to have crossed $1.5 trillion in 2009.

To be sure, the FY11 estimate is lower than the previous estimate of $60-62 billion, which was made at a time when the industry enjoyed much higher rates of growth. The
pace was as much as 32% five years ago. This is attributed to the revision to a slow recovery from the slump as well as the earlier projection not being an exact estimation.

Following the global slump triggered by the collapse of Lehman Brothers Holdings Inc. in September 2008, Indian IT companies faced reduced demand for services from the US and Europe. However, for the quarter ended December, the country’s largest IT exporters—Tata Consultancy Services Ltd (TCS) and Infosys Technologies Ltd—reported robust revenue growth on the back of increasing demand.

As organizations have become more complex, dynamic and fast paced over the past decade; organizations must recognize that attracting, retaining and managing people are more important than before. In this context Schuler has given the four basic roles of HR manager. They are 1. As Strategic partners they should show concern for multiple stakeholders. 2. As innovators must help their organizations to create an environment that supports continuous learning and improvement. 3. As collaborators must be aware of how to create win–win situations. 4. Lastly the HR managers must act as change facilitators, and anticipate the need for change, and prepare their organizations to deal with it.

Extensive research has demonstrated the complexity and variability of human motivation. Organizations need to rethink strategies to motivate people and retain the best thinkers.

How has one seen the Indian IT industry evolve since in 2001? It’s been a very interesting phase. Regarding September 11 happened in the US and that in many ways marked the watershed. Prior to that, one would have had seen many problems in the IT industry worldwide.

First, the problems caused by the Internet bubble and its burst. As far as the Indian industry was concerned, the Y2K work was over and after 9/11, and one saw a change in the mood in the US and the economy which was slowing down there, seemed to slow down even more. There was high recession and IT spends coming down.
Impact of September 11, 2001 in the Indian IT Industry

Overall, the Indian IT industry was faced with some degree of uncertainty. But, from there on, over the last three years, the Indian industry has proved itself in the most difficult circumstances. As an old American saying goes, all boats go up in a rising tide. But to do things good when everything else is going bad is something that every individual would prefer.

The resilience, flexibility and management of Indian industry have truly proved itself in the last few years. One has seen a solid 25-30% growth and this has been most interesting as to how our country has weathered this storm. Maybe not a storm, but difficult times and these difficult times are gone or probably one can say that IT industry is improving.

The entry of BPOs has changed the perception of the IT sector. IT itself is becoming more and more pervasive today. IT sector may soon lose its distinctiveness but that’s the strength because the fact that IT has become so necessary that it pervades everything. Nobody looks at it separately and it’s like utilities. Today when one talks about IT, it’s in our mobile and TV and a million things across the board. It’s not just sitting in your computer and processing data.

What can be done to sustain the competitive advantage? Generally there are two critical things. One, quality of human resources generated by educational institutions should not only continue to be good, but continue to grow in terms of individual’s ability to build a lead over the competitors. One needs to make sure the quality of manpower is there.

One does have some worries in this area because in our country top-end institutions are excellent but the average institutions are just average, literally. And a large number of them are not good at all. The second one, which is becoming a major constraint, is infrastructure. Care may be taken that for both the students of IT and later the employees that proper infrastructure is provided to them to facilitate effective working. In our country we are substantially ahead of China in terms of human resource across
the board in terms of project management capabilities, basic technical skills and fluency in language and comfort of dealing with customers in English language.

In today’s world as Byrne says (1993) is of fast–moving global markets and fierce competition, the windows of opportunity are frustratingly brief. Looking into the changes some of them are:

- Larger companies employ fewer people
- There is a shift from vertically integrated hierarchies to networks of specialists.
- Pay tied more to the market value of his or her skills.
- A change in the paradigm shift from products to services and from full-time to part-time or temporary employees.
- Outsourcing of activities that are not core competencies of a firm and finally,
- Redefining of work itself.

The researcher wishes to find out whether the IT organizations, that wish to build teamwork and individual skills in their employees, have many program options, including leadership-training courses for the individuals and for teams.

Innumerable articles and books are published on the subject of job satisfaction at organizational level in the IT industry. But how the internal factors (within the organization) affects the individual has been neglected. The impact of change for the individuals is substantial, particularly in the area of retention.

The researcher has identified this problem and for this purpose, a measuring instrument is developed to measure the degree regarding their work satisfaction. An attempt has been made by the researcher to find out what could be the possible retention strategies of IT workers. In this thesis work the study focuses majorly on the improving the retention attitude of employees thereby bringing Organizational effectives of IT industry.
**Widespread presence**

The who-is-who of the global tech industry have turned India into their second home. Every fourth employee of IT giants IBM, Oracle and Accenture is in India. Cisco has built its second headquarters in Bangalore and has reportedly shifted 20 per cent of its top executives to the city.

Texas Instrument’s largest office outside USA is in India. Other global brands, Microsoft, Yahoo, Adobe and Google have a similar story to tell.

India’s technology industry grew slowly in the 1980s and 1990s. Most companies either did piece-meal, low-technology work or body shopped their employees to clients abroad. But after the liberalization of the economy in early 1990s, several Fortune 100 companies gradually woke up to the low-cost talent pool available in the country and started setting up captive units. This was a key event that started building brand India.

The Year 2000 or Y2K crisis was the next key milestone in the growth of Indian IT industry. Due to a limitation in software it was predicted that most computers would recognize the 2000 as the year 1900 and trigger a widespread breakdown of all industries that ran on computers — from airlines to banking.

To fix the problem, businesses had to get their entire software rewired. The process was laborious and expensive. It was also tailor-made for Indian companies who could deploy their armies of low-paid engineers working in India on the task.

The year 2000 set in peacefully and opinion is still divided if it was Indian engineers who stalled the crisis or whether the problem itself was overstated. But the crisis helped Indian companies build their credentials as trusted and economical service providers who could do large scale projects.
Statement of the Problem

Over the years, several theorists and researchers have devoted a great deal of attention to job satisfaction. Cranny, Smith and Stone (1992) estimated that more than 5000 articles or dissertations have been written about job satisfaction. However, most of the studies have been conducted in the fields such as manufacturing business. Limited research has focused upon the job satisfaction of Information Technology employees.

Turnover and shortage of employees are major problems for Information Technology Industry in many countries. The researcher is interested in conducting a descriptive study to identify the level of job satisfaction as basic information to find ways to improve the level of job satisfaction among employees.

An organization’s health and effectiveness can be carried out by most influential and innovative approaches. These innovative approaches should help in designing and managing organizations. This comes out only when employees are fully “engaged” and the “job satisfaction” is high. Based on popular theories, it is believed the employees have different stages of motivation, and on fulfillment of one stage they move to the next.

This study tries to understand the relevance of these theories with relation to Information Technology Industry at two different periods.

This study will also bring about an insight into job satisfaction and employees voice. Engaged teams are among the most innovative organizational applications of recent times.
When people are engaged, that is, they are committed and are part of the work culture, they have control over the conditions that make their actions possible, then more is accomplished, and more gets done. Thus the meaning of power is closer to mastery than to domination or control over others. This is in support of the proposition that job satisfaction would enhance the performance.

The problems generally found in the Information Technology sectors are:

- Lack of understanding amongst the employees.
- More amount of control.
- Team building within organization suggests that less amount of group development.
- Lack of proper understanding of the work environment.
- Lack of understanding that the training programmes and interventions.
- Lower level employees are not aware that job satisfaction leads to increase in their control and thereby the productivity.

Therefore there is the need for developing a holistic concept and a measuring instrument (model), which could be used to assess the level of job satisfaction presently and thus plan for future interventions needed to improve the current status, in order to achieve the organizational objectives. This made the researcher to find out what can be suggested to employees and organizations to make the correct decisions and how it can be done thorough job satisfaction as a tool.

Hence, the statement of the problem is “Job Satisfaction and Motivation among Software Professionals: A Study of Selected Software Companies in India”.
Research Objectives

Why the interest in job satisfaction of IT workers in IT industry? While one can name a myriad of contributing factors (technological development, worldwide communication, market expansion, education, political change, and many more), one believes that we as human beings have reached a new level in our evolution, demanding fuller self-expression, self-determination, and contribution to our world society. Secondly world problems, organization and business problems, have become incredibly complex, making management systems that separate the functions of management and workers obsolete. They are insufficient to meet today’s challenges. We cannot afford the economic, social and political havoc raised by failing businesses and massive unemployment.

What kinds of organizations and systems do we build in their stead? Whatever these new structures look like, they must mobilize, develop and apply the full intelligence, knowledge, experience, imagination and commitment of all participants.

There is a vital role for each human being in the IT industry. It matters not which role one plays, team leader or team member, but the role enables maximum utilization of human potential. Job satisfaction is not a fad: it is a way of being that we are growing into. One must reinvent and explore to reinvent the organizations to reflect who they are becoming.

In the fast growing IT industry, the IT employees are job hopping to a greater extent and there is an increase in the dissatisfaction level of the employees regarding salary, the team leaders, the deadlines to be met etc.,
This leads the researcher to come forward with the following objectives:

1. To understand the definition of job satisfaction, motivation and retention in IT industry.
2. To make the IT employees understand vision and mission of their companies.
3. To study the impact of job satisfaction of employees in IT companies in India.
4. To help the employees understand the positive impact of retention in companies.
5. To familiarize IT employees with job satisfaction and motivation process framework and help them to reshape the existing environment.
6. To provide suggestions for the employees to increase their morale and emphasize the importance of self-development in order to face organizational realities.
Research Methodology

The present study is basically an empirical inquiry based on explorative and descriptive research design. The data required for the study were collected, analyzed and interpreted keeping in view the principal objective of the study.

Research Tool

The data required for the study are elicited from primary and secondary sources. A structured questionnaire was administered to the employees working in software industry to gather primary data. The researcher collected the data personally from all the respondents, to find out the level of job satisfaction and motivation, and to know the effects on different dimensions.

The secondary data was obtained from various research reports, magazine, journals and websites. Secondary information is also collected from the periodicals, company reports, newspapers, magazines and government publications.

Research Design

As a first step towards the study, an industry-wide random selection of respondents was taken. A conceptual framework was then developed to examine the issue through extensive literature survey. Variables such as ‘person-culture fit’ and ‘person-job fit’ that are relevant to software industry and relatively untapped were incorporated in the framework, apart from other factors like career satisfaction. The labor market conditions were also taken into account by the inclusion of job availability ‘internally’ (within company) and ‘externally’ (other companies). The employee turnover was incorporated as a predictive variable, with overall satisfaction predicting the turnover. Overall satisfaction is a dependent variable with all the above as independent variables except turnover.
Data Analysis

Both qualitative as well quantitative techniques of data analysis were used for the data analysis.

Sampling

- The total sample size is 1000 respondents drawn from different companies across India.
- Efforts were made in this study, to measure the level of job satisfaction and motivation, in different dimensions. The study mainly concentrates on the significant impact of the score on the respondents over two different period of time.
- The selections of the respondents were based on stratified disproportionate random sampling technique. The contacts of the respondents were taken from job portals and through reference chain.

Development of Instrument (Questionnaire)

A questionnaire was developed to measure the perception of the respondents on the factors given. The questionnaire consists of 59 items measuring the different dimensions. A five point Likert type scale was used for this purpose with a rating of 1 for Strongly Agree and 5 for Strongly Disagree. The details of rating are:

1. Strongly Agree
2. Agree
3. Undecided
4. Disagree
5. Strongly Disagree
The items selected from the standard scales used for different dimensions were adopted with minor modifications to suit the requirement of the responses in the above rating of 1-5 scale. A few items were framed and integrated to the requirement. These items were arranged on six dimensions.

The dimensions are;

1 - Organizational Culture and Work Environment,

2 - Communication and Rewards & Recognition,

3 - Career Development and Training & Development,

4 - Policy & Procedure and Pay & Benefit,

5 - Supervisor and Company Leadership and finally

6 - Quality of Work-life & Employee Loyalty.

The items are also arranged in the same order of the six dimensions mentioned above.

Items numbered 1-6 are based on Organizational Culture and Work Environment, 7-13 are on the dimension of Communication, 14-19 are based on Rewards & Recognition, 20-23 are based on Career Development, 24-31 are based on Training and Development, 32-41 on Policy and Procedure, 42-49 on Supervisor and Company Leadership, and the remaining 50-59 items are based on the dimension called Quality of Work-life & Employee Loyalty.

The spectrum covers only the software industry located in India. Respondents are related to different type of software development, they are from; maintenance, testing, product development, research and development with different technical skills with multi locations.
Organization of the Study

The research study is divided into 9 chapters as under:

The **Introduction** deals with brief introduction, importance of social dimensions, the human capital, limitations of the study, research methodology, organization of the study and the concepts used in the study. It briefs about growth of Information Technology Sectors with the growth of investment and, employment. The latest approaches used in the field of job satisfaction and motivation, participation and delegation and the difference of these factors with respect to empowerment.

The **first Chapter** provides the conceptual framework relating to the job satisfaction and the relation between job satisfaction and motivation, job satisfaction and delegation and job satisfaction and leadership. This chapter provides review of literature. It also attempts to enumerate the origin of job satisfaction, followed by perceptions of eminent management professionals, academicians and authors on job satisfaction concepts. In order to develop a conceptual framework the researcher carried out personal interviews, with the middle level managers to find out how practicing managers understand the term job satisfaction.

The **second Chapter** deals with Work Environment & Culture and its impact on job satisfaction. It also contains analysis and interpretation for the response from the related questions.

The **third Chapter** deals with Communication, Reward and Recognition and its impact on job satisfaction. It also contains analysis and interpretation for the response from the related questions.
The **fourth Chapter** deals with Career Development & Training and Development and its impact on job satisfaction. It also contains analysis and interpretation for the response from the related questions.

The **fifth Chapter** deals with Policies, Procedures, Pay and Benefits and its impact on job satisfaction. It also contains analysis and interpretation for the response from the related questions.

The **sixth Chapter** deals with Supervisor Relations & Company Leadership and its impact on job satisfaction. It also contains analysis and interpretation for the response from the related questions.

The **seventh Chapter** deals with Quality of work life & Employee Loyalty and its impact on job satisfaction. It also contains analysis and interpretation for the response from the related questions.

The **eighth Chapter** brings out an analysis of the trend of job satisfaction in IT industries. It also covers the research findings with the suggestions for the study and the summary of conclusion.
Importance of the Study

Of late, the software industry worldwide has been suffering from an acute shortage of skilled professionals. India has not remained untouched from the impact of this shortage. Though the market has been volatile, before the recent fall, a year back, this issue is of great significance to India. This is because India is third largest in the world in the software industry with technically competent manpower. With an average attrition rate across the industry of 18-30 per cent per annum, leaders in the industry strongly felt the resistance to growth. As a result, job satisfaction has recently become the most discussed HR issue among those concerned.

While there is shortage of qualified people in the industry, organizations are struggling to find ways and means to retain employees. Job Satisfaction and Employee Engagement has been most sort-out topic.

The state of the national economy, the mood of the country and its growth trajectory, too, has a significant impact on the workers’ attitudes and expectations. There has been a recent study by Watson & Wyatt’s survey, one of the most comprehensive studies to understand workers’ attitudes.

The highest engagement levels were found to be in Europe, followed by Asia Pacific with Americans being the least engaged. According to Anita Belani, country head for Watson Wyatt in India: “Attitudinally, the centrality of work in an executive’s life in Europe is not as high as in many other places, Shorter work week, work-life balance and vacation time keep engagement high”.
Limitations of the Study

1. The employee job satisfaction and motivation has to be in accordance with the organizational pattern of the industry. Therefore the results of this study cannot be generalized for other industries.

2. The study has been carried out by taking the sample groups randomly through available contact points. The score of the samples may not represent the whole industry. The score of the sample may not give true level of satisfaction and motivation.

3. The responses may be influenced by social desirability, the economic condition and availability of technology which may not be true perception of the industry.

4. The interpretations should be used with caution. The researcher covers only 1000 respondents, this does not apply to all the employees in the software industry.

5. The questionnaires were administered twice in a gap of five years, in some cases there was no response and such respondent’s initial responses were removed from the final study. The researcher has taken seven years for the study, and during this time a lot of changes would have taken place in the industry.

6. The information collected by observation method is very limited. The scope for researcher’s intervention to have personal inputs was difficult. The result would be varying according to the individuals as well as time.

7. The findings and conclusions are based on knowledge and experience of the researcher sometimes it could be subject to bias.