



“A Study on Job Satisfaction in IT Industry with Special Reference to Shivamogga District”

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Abstract:

Job satisfaction refers to the positive emotional feeling employees experience regarding their work. In the IT industry, employees work in a highly competitive and rapidly changing environment where technological advancements, deadlines and performance expectations directly influence satisfaction. Organizations with satisfied employees experience higher productivity, innovation, lower turnover and improved organizational performance. Therefore, measuring and improving job satisfaction has become an important concern for IT companies. Job satisfaction is one of the most important determinants of employee productivity, organizational commitment and retention. The information technology (IT) industry is characterized by rapid technological changes, work pressure, tight deadlines and changing employee expectations. This study examines the level of job satisfaction among IT employees in Shivamogga district and identifies the factors influencing their satisfaction. The study adopts a descriptive

research design using both primary and secondary data are gathered from journals, books, reports and websites. The findings are expected to help IT companies improve employee satisfaction through better work life balance, compensation, career development, leadership and workplace environment.

Keywords: Job Satisfaction, IT Industry, Employee Satisfaction, Work Life Balance, employee etention, Shivamogga District.



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Introduction:

Job satisfaction in the IT industry refers to the level of contentment and positive emotional response that information technology professionals feel toward their roles, responsibilities, and work environment. In a fast-paced, innovation-driven sector characterized by rapid technological change, tight deadlines, and high performance expectations, job satisfaction plays a critical role in employee productivity, creativity, and retention. The IT industry often involves complex problem-solving, continuous learning, and project-based work. Therefore, job satisfaction among IT professionals is strongly influenced by factors such as challenging assignments, opportunities for skill development, career growth, work-life balance, organizational culture, leadership support, compensation, and job security. Additionally, flexible work arrangements and remote work options, which are common in the IT sector, significantly impact employee satisfaction. Given the high demand for skilled IT professionals and intense global competition, maintaining job satisfaction is essential for reducing employee turnover, enhancing innovation, and ensuring long-term organizational success. Understanding and improving job satisfaction in the IT industry helps companies create a motivated workforce capable of adapting to continuous technological advancements.

Review of Literature :

M Kethan (June 2022): This study examines the impact of task performance on job satisfaction among IT employees in Bengaluru. Using questionnaires distributed to 200 randomly selected employees, the research analyzes the relationship between task performance and job satisfaction in the software industry. Statistical methods like Mean, t-test, ANOVA, and Regression Analysis were used. Findings indicate that higher task performance is associated with greater job satisfaction, while employees with lower education, income, job level, or less experience report lower satisfaction and task performance. B.C.M.

MadhumithaM (October 2023): This study examines the factors affecting job satisfaction among IT employees, including work-life balance, career growth opportunities, and workplace environment. It analyzes how these factors influence overall satisfaction and explores the relationship between job satisfaction and



productivity. The findings aim to help organizations improve employee well-being and enhance workforce performance in the IT sector.

Naveen. R (2024):The study examines factors influencing job satisfaction among IT industry employees, focusing primarily on: Work–life balance, Employee engagement, Employee commitment. Using quantitative methods (secondary data review and questionnaire surveys), the authors attempt to identify relationships between these variables and overall job satisfaction.

Naveen Sharma (February 2025):This study investigates the factors influencing job satisfaction among employees in IT companies. It focuses on key elements such as workplace environment, compensation, leadership, career development opportunities, and work-life balance, using a self-developed questionnaire and empirical data. The paper aims to provide a comprehensive understanding of job satisfaction and its impact on employee performance, retention, and overall organizational success in the IT sector.

Dr. N Krishnamoorthy (2026): This study define how emotional intelligence (EI) influences job satisfaction, work engagement, reward system perceptions, and organizational commitment among IT professionals in Bangalore. Data were collected from 250 employees working at Wipro, Infosys, Tata Consultancy Services, HCL Technologies, and Accenture using validated 5-point Likert scale instruments. Results show high levels of EI, work engagement, and organizational commitment, with moderately high job satisfaction and reward perceptions. Strong positive correlations were found among EI, job satisfaction, work engagement, and organizational commitment. Regression analysis identified EI as the strongest predictor of organizational commitment, followed by work engagement, job satisfaction, and reward systems. Overall, the study highlights the critical role of emotional intelligence in enhancing employee satisfaction, engagement, loyalty, and productivity in IT organizations, emphasizing the need for EI development initiatives to improve retention and workforce effectiveness.

Research Gap:

Previous studies have mainly focused on IT employees in metropolitan cities such as Bengaluru, Chennai, Hyderabad, and Pune very limited research has been conducted on job satisfaction among IT employees in Shivamogga District. Regional differences in organizational culture, work environment, and employment opportunities have not been adequately explored. This study fills this gap by examining the determinants of job satisfaction among IT employees in Shivamogga District and providing recommendations for improving employee satisfaction and organizational effectiveness.

Statement of the Problem:

Employees in the IT industry often face stress, heavy workload, and continuous technological changes, which can affect their job satisfaction. Low job satisfaction may reduce employee performance and increase turnover. Therefore, it is important to study the factors influencing job satisfaction in the IT industry and suggest measures to improve employee satisfaction and productivity.



Needs of the Study:

Job satisfaction is an employee's level of satisfaction and positive feeling toward their job, which acts as a motivation to work. It refers specifically to satisfaction with the job itself, not overall happiness or self-contentment. It reflects the overall relationship between an employee and the employer, recognizing that employees' needs and wants vary. Job satisfaction is crucial for organizational success, as satisfied employees are more likely to perform well and help achieve organizational goals. This study focuses on examining the impact of job satisfaction on employee performance within the organization.

Objectives of the Study:

1. To know the factor that influence job satisfaction among the employees of different ITs companies.
2. To provide recommendations for organizations to improve work motivation and job satisfaction among their IT workforce.

Research Methodology:

Source of Data: In order to meet the objectives of the study, the required data would be collected from both primary and secondary data sources.

Primary Data: Collected directly from the respondents with the help of questionnaire.

Secondary Data: Secondary data are the data which already exists. The secondary data were also collected from published records, journals and websites for the study.

Sampling :

Sample Size: A total number of 50 respondents selected for the collection of information related to the a study on job satisfaction IT industry.

Sample Techniques: Simple Random sampling technique is used to collect the necessary information required for the study.

Scope of the Study:

Job satisfaction is a critical aspect of organizational psychology, serving as a cornerstone for understanding employee motivation, employee engagement, and overall well-being in the workplace. This conceptual paper explores the multifaceted nature of job satisfaction, elucidating its meaning, significance, and various dimensions. Essentially, job satisfaction refers to an individual's subjective evaluation of their work experience, encompassing feelings of contentment, fulfillment, and happiness derived from their job roles and work environment. Understanding the nuances of job satisfaction is paramount, as it not only influences individual attitudes and behaviour; but also has profound implications for organizational success and performance outcomes. The importance of job satisfaction cannot be overstated, as it is intricately linked to several critical organizational outcomes. Research has consistently demonstrated a strong association between job satisfaction and employee retention, productivity, and job performance. Satisfied employees are seen to



exhibit higher levels of commitment, engagement, and discretionary effort, which, in turn, contribute to enhanced organizational effectiveness and competitive advantage. Exploring the dimensions of job satisfaction reveals its multidimensional nature, encompassing various facets that collectively shape individuals' overall satisfaction with their work.

Conceptual Framework on Job satisfaction in IT Industry :- An Analysis

The IT industry plays a major role in economic growth by providing software development, technical support, networking, data management, and digital services. Employees in this sector often face challenges such as heavy workloads, strict deadlines, long working hours, and continuous technological changes. Therefore, maintaining job satisfaction among IT employees is essential for improving productivity, employee performance, creativity, and organizational success. Several factors influence job satisfaction in the IT industry. These include salary and incentives, working conditions, career growth opportunities, work-life balance, job security, relationship with management, recognition, training programs, and workplace culture. When employees are satisfied with these aspects, they tend to be more motivated, loyal, and committed to the organization.

Table No. 1.1 Classification of Respondents on the Basis of their Opinion on Job Satisfaction:

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	No	P	No	P	No	P	No	P	No	P	No	P
1. Working environment in the company	21	42	24	48	04	08	01	02	00	00	50	100%
2. Smooth relationship among employee and worker	21	42	22	44	07	14	00	00	00	00	50	100%
3. Satisfied with the bonus and incentives give by the company	19	38	21	42	10	20	00	00	00	00	50	100%



4. Satisfied with the overall compensation package given by your company	11	22	27	54	11	22	01	02	00	00	50	100%
5. Really enjoy or relax in your tea time and lunch time	19	38	22	44	09	18	00	00	00	00	50	100%
6. Provide to work for the company	20	40	20	40	09	18	01	02	00	00	50	100%

(Source: Survey Result)

Interpretation:

The above table shows that a majority of the respondents (48%) agree that the working environment in the company is satisfactory, while 42% strongly agree with the statement. Only a few respondents remain neutral or disagree. This indicates that employees are generally satisfied with the company's working environment. The reveals that 44% of the respondents agree and 42% strongly agree that there is a smooth relationship among employees and workers. Only 14% remain neutral, and none of the respondents disagree. This indicates the existence of healthy interpersonal relationships within the organization. The shows that 42% of the respondents agree and 38% strongly agree that they are satisfied with the bonus and incentives provided by the company. About 20% remain neutral, while none disagree. This suggests that most employees are satisfied with the company's incentive and reward system. The indicates that 54% of the respondents agree that they are satisfied with the overall compensation package given by the company, while 22% strongly agree with the statement. A small percentage remain neutral or disagree. This reflects a positive opinion among employees regarding compensation and benefits. The reveals that 44% of the respondents agree and 38% strongly agree that they really enjoy or relax during tea time and lunch time. Only 18% remain neutral, and none disagree. This indicates that employees are comfortable and relaxed during break times in the organization. The shows that 40% of the respondents strongly agree and another 40% agree that they are proud to work for the company. Only a few respondents remain neutral or disagree. This indicates a high level of employee satisfaction and organizational commitment among the respondents.



Table No. 1.2 Classification of Respondents on the Basis of their Rating of job satisfaction :

(Source: Survey Result)

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	No	P	No	P	No	P	No	P	No	P	No	P
1. Hours worked each week.	21	42	24	48	04	08	01	01	00	00	50	100%
2. Flexibility in scheduling.	20	40	22	44	08	16	00	00	00	00	50	100%
3. Location of work.	20	40	16	32	13	26	01	02	00	00	50	100%

Interpretation:

The above table shows that a majority of the respondents (48%) agree that they are satisfied with the number of hours worked each week, while 42% strongly agree with the statement. Only a very small percentage remain neutral or disagree. This indicates that most employees are comfortable with their weekly working hours. The reveals that 44% of the respondents agree and 40% strongly agree regarding flexibility in scheduling. A few respondents remain neutral, while none disagree. This indicates that the organization provides flexible scheduling arrangements that satisfy employees. The shows that 40% of the respondents strongly agree and 32% agree that they are satisfied with the location of work. About 26% remain neutral, while only a very small percentage disagree. This suggests that most employees are comfortable with the workplace location provided by the organization.

Table No. 1.3 Classification of Respondents on the Basis of to know the major factors of Di-satisfaction among the employees:

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	No	P	No	P	No	P	No	P	No	P	No	P
1. I feel my salary is not adequate compared to my work.	25	50	18	36	05	10	01	02	01	02	50	100%



2. I experience excessive workload in my job.	27	54	12	24	10	20	00	00	01	02	50	100%
2. I do not receive sufficient recognition for my work.	16	32	22	44	09	18	01	02	02	04	50	100%
4. Communication from management is unclear or insufficient.	23	46	17	35	08	16	00	00	02	04	50	100%
5. I feel job insecurity in my current position.	19	38	20	40	09	18	01	02	01	02	50	100%
6. Workplace policies are unfair or inconsistent.	23	46	15	30	08	16	01	02	03	06	50	100%

(Source: Survey Result)

Interpretation:

The above table shows that a majority of the respondents (50%) strongly agree that their salary is not adequate compared to their work, while 36% agree with the statement. Only a few respondents remain neutral or disagree. This indicates that many employees are dissatisfied with the salary provided by the organization. The reveals that 54% of the respondents strongly agree and 24% agree that they experience excessive workload in their job. A small percentage remain neutral or strongly disagree. This indicates that workload pressure is a major issue faced by employees. The shows that 44% of the respondents agree and 32% strongly agree that they do not receive sufficient recognition for their work. Only a few respondents disagree. This suggests that many employees feel a lack of appreciation and recognition in the organization. The indicates that 46% of the respondents strongly agree and 35% agree that communication from management is unclear or insufficient. A limited number remain neutral or strongly disagree. This reflects dissatisfaction among employees regarding



management communication practices. The reveals that 40% of the respondents agree and 38% strongly agree that they feel job insecurity in their current position. Only a few respondents disagree. This indicates that job insecurity is a concern for a considerable number of employees. The shows that 46% of the respondents strongly agree and 30% agree that workplace policies are unfair or inconsistent. A few respondents remain neutral or disagree. This suggests that many employees are not fully satisfied with the fairness and consistency of workplace policies.

1.4 Classification of Respondents on the Basis of use of Skills and Abilities:

(Source: Survey Result)

Factors	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total	
	No	P	No	P	No	P	No	P	No	P	No	P
1. Support for additional training and education.	25	50	18	36	07	14	00	00	00	00	50	100%
2. Opportunity to learn new skills.	25	50	20	40	05	10	00	00	00	00	50	100%

Interpretation:

The above table shows that a majority of the respondents (50%) strongly agree and 36% agree that the organization provides support for additional training and education. Only 14% remain neutral, while none of the respondents disagree. This indicates that employees are satisfied with the training and educational support provided by the organization. The reveals that 50% of the respondents strongly agree and 40% agree that they are provided with opportunities to learn new skills. Only a small percentage remain neutral, and none disagree. This suggests that the organization encourages skill development and continuous learning among employees.

Limitation of the Study :

- The time is very limited to conduct a study.
- As a student, it is expensive to conduct the research project.
- This study restricted only to Shivamogga District.
- The biased response of respondents.
- Sample size is restricted to 50 entrepreneurs only.

Major Findings of the Study:

1. It was found that majority of the respondents expressed satisfaction towards their job, as most respondents agreed or strongly agreed regarding the working environment, smooth relationships



among employees, bonus and incentives, compensation package, relaxation during breaks, and pride in working for the company.

2. It was found that majority of the respondents were satisfied with their job rating factors, as most respondents agreed or strongly agreed regarding weekly working hours, flexibility in scheduling, and location of work.
3. It was found that majority of the respondents identified dissatisfaction factors such as inadequate salary, excessive workload, lack of recognition, unclear communication from management, job insecurity, and unfair workplace policies as major issues affecting employees in the organization.
4. It was found that majority of the respondents (94%) believed that the organization viewed employees as valued resources.

Suggestion:

- The organization should improve salary packages and benefits to reduce employee dissatisfaction regarding inadequate pay.
- The management should take necessary steps to reduce excessive workload by appointing sufficient manpower.
- The company should strengthen communication systems to ensure clear and effective communication between management and employees.
- The organization should provide more recognition and appreciation programs to motivate employees and improve job satisfaction.

Conclusion:

The Information Technology (IT) industry is one of the most dynamic and rapidly evolving sectors, where employee job satisfaction plays a critical role in achieving organizational effectiveness and long-term sustainability. This study examined the level of job satisfaction among employees working in selected IT companies in Shivamogga District by analyzing the influence of factors such as compensation, working conditions, career advancement opportunities, work-life balance, job security, leadership, recognition, and organizational culture. The findings indicate that the majority of employees are generally satisfied with their jobs, particularly with respect to flexible working hours, supportive work environments, and interpersonal relationships within the organization. However, the study also reveals that concerns related to salary structure, career progression, workload management, and work-life balance continue to affect the overall level of employee satisfaction.



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