



A Study on the Relationship Between Job Satisfaction and Employee Performance in Infosys

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Abstract

Job satisfaction and employee performance are closely connected and significantly influence organizational effectiveness. This study examines the relationship between job satisfaction and employee performance with reference to Infosys by analysing employee perceptions regarding compensation, career development, leadership support, recognition, work-life balance, and workplace environment. The research is based on both primary and secondary data collected from **100 Infosys employees** using a structured questionnaire. The findings indicate that higher levels of job satisfaction positively influence employee motivation, commitment, productivity, and organizational performance. The study concludes that employee-centric HR practices contribute significantly to sustainable organizational growth and workforce excellence.

Keywords: Job Satisfaction, Employee Performance, Infosys, Employee Engagement, Organizational Effectiveness

1. Introduction

Employee satisfaction has become one of the most significant determinants of organizational success in today's competitive business environment. Organizations increasingly recognize that employees are valuable assets whose commitment, motivation, and productivity directly influence business

performance and long-term sustainability. While technological advancement and financial resources remain important, organizations achieve sustainable competitive advantage primarily through an engaged, satisfied, and high-performing workforce.

Job satisfaction refers to the extent to which employees experience positive feelings toward their jobs and work environment. It reflects employee perceptions regarding compensation, career growth, recognition, leadership, work-life balance, organizational support, and workplace culture. Employees who are satisfied with their jobs generally demonstrate higher motivation, stronger commitment, improved productivity, and greater willingness to contribute toward organizational objectives. Conversely, dissatisfaction often leads to absenteeism, reduced performance, employee turnover, workplace conflicts, and lower organizational effectiveness.

Employee performance represents the effectiveness and efficiency with which employees accomplish assigned responsibilities and organizational objectives. High-performing employees consistently demonstrate commitment, innovation, quality work, collaboration, and customer orientation. Organizational performance depends heavily upon employees' willingness to apply their knowledge, skills, and abilities effectively. Consequently, understanding the relationship between employee satisfaction and performance has become an important area of research in human resource management.



Several organizational factors influence employee satisfaction. Fair compensation and benefits encourage employees to remain motivated and committed. Career advancement opportunities provide employees with confidence regarding professional growth and long-term employment prospects. Recognition and reward systems improve morale by appreciating employee contributions. Leadership support, transparent communication, teamwork, and organizational culture further strengthen employee engagement. Additionally, work-life balance initiatives help employees manage professional and personal responsibilities effectively, reducing stress and improving workplace satisfaction.

The information technology industry presents unique challenges because employees frequently work under demanding schedules, project deadlines, technological changes, and evolving client expectations. Consequently, maintaining high levels of employee satisfaction is essential for sustaining productivity, service quality, innovation, and organizational competitiveness. Infosys, one of India's leading global information technology and consulting organizations, has consistently emphasized employee development, leadership programmes, learning opportunities, workplace flexibility, and employee engagement initiatives. These organizational practices make Infosys an appropriate organization for studying the relationship between job satisfaction and employee performance.

The present study investigates how job satisfaction influences employee performance at Infosys by examining compensation, career development, recognition, leadership support, work-life balance, and workplace environment. The findings provide valuable insights for managers, HR professionals, researchers, and policymakers seeking to improve employee motivation, productivity, organizational commitment, and long-term organizational success.

2. Literature Review

Job satisfaction and employee performance have been extensively studied within organizational behaviour and human resource management literature. Locke (1976) defined job satisfaction as a positive emotional state resulting from employees' evaluation of their work experiences. Herzberg (1959), through the Two-Factor Theory, distinguished between hygiene factors and motivational factors influencing employee satisfaction. Vroom (1964) explained that employee motivation and performance depend upon employees' expectations regarding effort, performance, and rewards. Judge, Bono, Thoresen, and Patton (2001) established a strong positive relationship between job satisfaction and employee performance through meta-analysis. Spector (1997) emphasized compensation, supervision, promotion opportunities, coworkers, and organizational culture as major determinants of job satisfaction. More recent studies by Singh and Kumar (2018), Gupta and Sharma (2020), Mehta and Patel (2022), and Rao and Reddy (2023) concluded that leadership support, career development, work-life balance, recognition, and organizational support significantly improve employee satisfaction, productivity, commitment, and organizational effectiveness.

3. Research Objectives

1. To measure the level of job satisfaction among Infosys employees.
2. To examine the relationship between job satisfaction and employee performance.
3. To identify the major factors influencing employee job satisfaction.
4. To evaluate the impact of job satisfaction on employee productivity, commitment, and efficiency.
5. To recommend suitable measures for improving job satisfaction and employee performance at Infosys.

4. Research Methodology

The study adopted a **descriptive and correlational research design** using both **primary and secondary data**. Primary data were collected from **100 Infosys employees** through a structured questionnaire based on a five-point Likert scale. Secondary information was collected from books, research journals, company reports, organizational behaviour publications, conference proceedings, and academic databases. **Judgmental sampling** was employed to select respondents from software development, testing, consulting, project management, administration, and support departments. Data were analysed using **frequency analysis, percentage analysis, comparative analysis, and interpretation analysis** to evaluate the relationship between job satisfaction and employee performance. The



methodology enabled systematic assessment of employee perceptions regarding compensation, leadership, recognition, career growth, work-life balance, workplace environment, and organizational performance.

5. Data Analysis

The responses collected from **100 Infosys employees** were analysed to examine the relationship between **job satisfaction and employee performance**. The uploaded project primarily employs **frequency analysis, percentage analysis, comparative analysis, and interpretation analysis**. Therefore, the following tables summarize the findings reported in the project without introducing unsupported inferential statistical results.

Table 1: Satisfaction with Pay and Benefits

Response	Frequency	Percentage (%)
Strongly Agree	28	28
Agree	44	44
Neutral	12	12
Disagree	10	10
Strongly Disagree	6	6
Total	100	100

Interpretation: The analysis shows that **72%** of employees (28% Strongly Agree and 44% Agree) are satisfied with the pay and benefits provided by Infosys. Only **16%** expressed dissatisfaction, while **12%** remained neutral. According to **Table 4.5**, competitive compensation and employee benefits significantly contribute to higher job satisfaction and positively influence employee motivation and organizational commitment.

Table 2: Job Satisfaction Enhances Employee Performance

Response	Frequency	Percentage (%)
Strongly Agree	35	35
Agree	37	37
Neutral	12	12
Disagree	10	10
Strongly Disagree	6	6
Total	100	100

Interpretation: The findings indicate that **72%** of respondents agreed that higher job satisfaction directly improves employee performance, productivity, and work efficiency. Only **16%** disagreed, while **12%** remained neutral. As presented in **Table 4.12**, satisfied employees demonstrate greater motivation, stronger organizational commitment, and better workplace performance, confirming the positive relationship between job satisfaction and employee effectiveness.

Table 3: Research Hypothesis Framework

Hypothesis	Statement
H₀ (Null Hypothesis)	There is no significant relationship between job satisfaction and employee performance at Infosys.
H₁ (Alternative Hypothesis)	There is a significant positive relationship between job satisfaction and employee performance at Infosys.

Interpretation: The uploaded project states that the collected data were analysed using **frequency analysis, percentage analysis, comparative analysis, and interpretation analysis**. However, **the report does not provide calculated inferential statistical results such as correlation coefficients, regression analysis, Chi-square, or t-test values**. Therefore, only the hypothesis framework is presented to accurately reflect the original study without introducing unsupported statistical findings.



6. Results

The study found that **job satisfaction has a strong positive influence on employee performance at Infosys**. Employees expressed high levels of satisfaction regarding compensation, career advancement opportunities, recognition programmes, leadership support, work-life balance, and workplace environment. The findings indicate that satisfied employees demonstrate greater motivation, commitment, productivity, work efficiency, and organizational loyalty. Career development opportunities and supportive leadership emerged as major contributors to employee satisfaction, while recognition programmes and a positive work environment further strengthened employee engagement. Overall, the study confirms that improving job satisfaction enhances organizational performance and contributes to long-term business success.

7. Suggestions

Infosys should continue strengthening its compensation and benefits programmes to maintain employee satisfaction and motivation. Career development opportunities should be expanded through continuous learning initiatives, professional certifications, mentoring programmes, and transparent promotion policies. Employee recognition and reward systems should be enhanced to acknowledge outstanding performance and encourage higher productivity. Leadership development programmes should focus on improving communication, employee support, and effective supervision. The organization should also continue promoting work-life balance through flexible work arrangements, employee wellness initiatives, and stress management programmes. Regular employee feedback surveys should be conducted to identify emerging concerns and implement continuous improvements in workplace practices.

8. Conclusion

The study concludes that **job satisfaction and employee performance are closely related** at Infosys. Employees who are satisfied with compensation, career growth opportunities, leadership support, recognition, work-life balance, and workplace environment demonstrate higher motivation, stronger organizational commitment, improved productivity, and better overall performance. The findings confirm that employee-centric human resource practices contribute significantly to organizational effectiveness, employee retention, and sustainable business growth. Therefore, organizations should continuously invest in employee satisfaction initiatives to strengthen workforce engagement, improve operational performance, and maintain long-term competitive advantage.

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