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An analysis of factors associated with employee satisfaction in information technology companies

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ABSTRACT

BACKGROUND AND OBJECTIVES: An employee's satisfaction and performance are linked to the company's work discipline, personal factors, and organizational culture. This paper studies these three factors in the context of Information Technology companies and their connection to employee satisfaction. Job satisfaction is a significant issue in Information Technology Companies, leading to increased labour turnover in Information Technology Companies. The study highlights the relevance of Information Technology companies to understanding the reasons behind their employees' satisfaction. Until now, little is known concerning the variants of job satisfaction among Information Technology employees, enriching the understanding in this particular professional area. The study was conducted to assess the job satisfaction needs of the employees in major Information Technology companies. The study helps to know the preferences and problems of the employees.

METHODS: In this study, data was collected from employees from various Information Technology companies to uncover the factors that impact the satisfaction of employees. Considering the study's goal and the literature review, the technique was analytical and interpretive. Due to large populations random sampling method is convenient for the study. The study's objectives were achieved explicitly via the questionnaire's design. To test the proposed hypotheses, all data were processed using the Structural Equation Modelling, Statistical Package for Social Science (SPSS) and Analysis of Moment Structures.

FINDINGS: Information Technology companies need their employees to feel satisfied to achieve the overall objectives and remain loyal to the company to achieve company success. From the responses, we learned that 31% of the respondents were satisfied with their employer about the various allowances and benefits they receive. Also, we knew that around 50% of the respondents were happy with their choice of the company because of its future commitments. 102 of the respondents highly disagreed that they were satisfied with the attitude and nature of their employees. Also, 22.26% of the male respondents have said they are only sometimes motivated to go to work. The limitation of this study was that the collected data was only of the general employees of the Indian Information Technology companies and not to specific departments of those companies. Also, no categories of companies were defined as per turnover.

CONCLUSION: By recognizing the importance of job satisfaction, managers can create an environment that motivates and engages employees, leading to better performance, increased productivity, and reduced employee turnover.

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INTRODUCTION

As per information from the National Association of Software and Service Companies (NASSCOM) report strategic review 2023, 5.4 million people are working in Information Technology (IT) companies in India as of March 2023, which will generate an assessment of \$19 billion in 2023 (The term “attrition rate” refers to a metric that tracks employee losses over time). In the first quarter of the fiscal year 2022–23, Infosys had the highest attrition rate among Indian IT leaders at 28.4% (Technology Sector in India, 2023). The attrition rate at Tech Mahindra was reported to be 22%, while the attrition rate at Wipro was 23.3%. Tech Mahindra’s Managing Director and Chief Executive Officer reasoned that the industry’s quick expansions might be to blame for the high turnover rates. Generally, when an industry experiences a rapid upswing, there is a shock stage, with attrition rate running at 23-24%, and I think that shock stage is now abating. “Though lower than its competitors, TATA Consultancy Services’ attrition rate increased up to 19.7% from the previous 2022-23 (Chaturvedi, 2022). The most prominent IT Company in India noted following its quarterly statistics that although the attrition rate has not yet decreased, it may do so in the following quarters. “On a percentage basis, it (attrition rate) is starting to flatten, which may also continue into part of Quater2 (Chaturvedi, 2022). The degree to which a person feels self-motivated and satisfied with their employment is the basic definition of job satisfaction (Khalatbarietal., 2013). It speaks about a person’s level of job satisfaction, which serves as a driving force behind work. This occurs when an employee thinks that their employment is secure, that their career is growing, and that they have a pleasant work-life balance. As the work satisfies a person’s expectations, the employee is happy (Aggarwal et al.,2023). The IT industry is one of the fastest-growing industries globally, and it has become increasingly crucial for IT companies to understand the factors contributing to employee job satisfaction to attract and retain top talent (Bock and Kim, 2002). Job satisfaction has been the subject of numerous studies. Job satisfaction refers to a person’s level of happiness at work (Busse, 2002). Additionally, happiness at work manifests as job satisfaction, which produces high-quality work. Job satisfaction is a critical factor in the success of any organization, and it has been linked to a range of

positive outcomes, including increased productivity, lower turnover rates, and improved employee well-being (Judge et al., 2001). Different methods are used at various levels to achieve a state of calm and relaxation, one of the factors determining an employee’s level of job satisfaction. Job satisfaction plays an essential role to an employee in terms of health and well-being and an organization in terms of productivity, absenteeism, and turnover. Employees who are highly affectively committed to the company will help their co-workers and the company by working more (Obedgiuet al., 2017), which will lead them to enhance their performance (Yukl, 1981) and productivity of the Organization. The issue of industrial workers’ job satisfaction is crucial for safeguarding the interests of industrial organizations (Niet al., 2022). Employees and workers who are happy in their jobs tend to view the company as theirs. Employees dissatisfied with their jobs tend to work slower, avoid it more, look for ways to leave the company and lose empathy. Several variables, including working conditions, influence employee happiness, hours worked, company reputation, employee relationships, pay, perks, promotions, training, and organizational culture (Auer et al., 2011). Companies must, therefore, carefully control these variables to raise employee happiness, which results in the success of their businesses. Promoting awareness about the significance of researching job satisfaction among employees is essential to create a better working environment and processes to retain, train, and develop people. Despite the importance of job satisfaction in the IT industry, there is still a need for more research because researching job satisfaction helps create a better working environment and also helps in implementing effective strategies to retain, train and develop employees’ talent. This study aims to investigate job satisfaction among IT companies) employees and raise awareness about its significance for organizations, emphasizing the need for measurement and strategies to retain qualified employees. The potential implications include enhancing employee well-being, improving organizational productivity, reducing turnover rates, and attracting top talent in the rapidly growing IT industry. In this paper authors studied factors related with employee satisfaction in IT Companies in India. For analysing employee satisfaction, four hypotheses were designed and three independence

variable and two dependant variables were defined. The employees' physical and mental well-being is in jeopardy because of the intense work environment that prevails in IT organisations. According to the author's research, there are several aspects that can improve employees' job satisfaction in IT organizations.

The study's hypothesis are as follows:

H1: Work discipline increases the job satisfaction of employees in IT companies

H2: Personal factors increase job satisfaction of employees in IT companies

H3: Organizational culture increases the job satisfaction of employees in IT companies

H4: Job satisfaction has increased the employee performance of employees in IT companies

Overview of Job Satisfaction

A large body of literature has pointed to numerous factors involved in employee stress and burnout due to a combination of organizational stressors and individual characteristics. Job satisfaction is a complex and multifaceted construct widely studied in organizational behaviour. It refers to an individual's subjective evaluation of their job and the degree to which it meets their expectations and needs (Gilmeanu, 2015). Job satisfaction is an essential determinant of individual well-being and job performance, and it has been linked to various organizational outcomes such as productivity, turnover, absenteeism, and organizational commitment (Dorta-Afonso *et al.*, 2021). Several factors have been identified as predictors of job satisfaction, including demographic variables such as age, gender, and education, as well as job-related variables such as pay, job security, career development opportunities, and organizational culture. Job satisfaction is higher among employees who perceive their work as meaningful and exciting, have supportive supervisors and co-workers, and can balance their work and personal lives. Managers and employees are the two main parties involved in this scenario interested in this topic. From the Management's perspective, they want to discover contented employees who, in turn, will have a positive attitude toward the workplace and be devoted to and emotionally invested in their work. Additionally, workers develop their attitudes and expectations, expecting to be treated fairly and

politely. Consequently, a favourable dynamic will be crucial in achieving a competitive advantage. At the same time, an unfavourable outcome will hurt the overall achievement of organizational effectiveness and performance. Despite the extensive research on job satisfaction, there is still a need for more studies to explore the factors that contribute to job satisfaction in different industries and contexts and to investigate the relationships between job satisfaction and various individual and organizational outcomes. Furthermore, there is a growing interest in examining the role of job satisfaction in the context of the changing nature of work, such as the rise of the gig economy, the use of technology in the workplace, and the increasing importance of work-life balance (Saks, 2020).

Work discipline

Work discipline refers to the degree to which employees adhere to their organization's rules, policies, and procedures and exhibit behaviours consistent with the organization's goals and values. Discipline is a management strategy that helps corporate members adhere to numerous laws and regulations (Rivaldo and Nabella, 2023). It is more appropriate to define discipline as attitudes and behaviours that adhere to organizational rules (Sudarsih and Supriyadi, 2019).

The indicators of work discipline

Arriving on time, when talking about great work ethics, employees should do it promptly and neatly. Using organizational tools correctly can demonstrate a person's strong work ethic and prevent damage to equipment. High levels of accountability, disciplined workers constantly carry out their responsibilities and do their jobs well—adherence to organizational rules (Bock and Kim, 2002). However, work discipline can also be affected by external factors such as economic conditions, job market trends, and societal norms (Bamberger and Bacharach, 2006). For example, in times of economic uncertainty, employees may exhibit lower levels of work discipline as they perceive their job security to be threatened (Podsakoff *et al.*, 2000). In recent years, there has been a growing interest in using technology to monitor and enhance work discipline, such as surveillance cameras, electronic monitoring systems, and artificial intelligence (AI) algorithms. However, such technologies can also

raise ethical concerns about employee privacy and autonomy (Van Wel and Royakkers, 2019). Overall, work discipline is an essential construct in job satisfaction that has implications for individual and organizational outcomes.

Organizational culture

Organizational culture refers to the shared values, beliefs, and practices that characterize an organization and influence the behaviour of its members. Several factors have been identified as predictors of organizational culture, including leadership behaviour, organizational structure, industry norms, and employee characteristics. For example, organizations with transformational leaders who promote innovation and encourage employee empowerment are likelier to have a culture that supports creativity and risk-taking (Mokhber *et al.*, 2017; DeHooghet *et al.*, 2004). However, organizational culture can also be influenced by external factors such as societal norms, globalization, and technological advancements (Hofstede, 2011). For example, organizations operating in different countries may have different cultural norms and values that affect their organizational culture. According to research, affective commitment, job satisfaction, and information sharing strongly correlate with corporate cultural norms such as respect for people, innovation, stability, and aggression (Davidescuet *et al.*, 2020). Job satisfaction is highest when cultural and individual demands are in harmony (Taskiranet *et al.*, 2017). For instance, people with increased autonomy and high-performance goals will be more satisfied working in an environment with lax oversight and focused on rewarding achievement. The organizational culture of public business agencies will substantially impact the Organization's commitment and job satisfaction (Changand Lee, 2007). Accordingly, it is believed that cultural dimensions considerably impact an employee's fierce dedication and job happiness, result orientation, professional features, harsh control and management, and practical affairs. Additionally, closed systems negatively impact every aspect of fierce dedication and employee job satisfaction (Chang and Lee, 2007). As a result, job satisfaction levels will correspondingly increase if employees demonstrate a greater identity with business cultures. The conclusion that organizational culture significantly improves employee work

satisfaction. It is advised to boost staff motivation and creativity, support them, and promote their ideas to improve administrative operations. The emotional quotient and its dimensions have a significant favourable influence on the organizational innovation of the employees. It will lead to better organizational culture, and better corporate culture will lead to job satisfaction among the employees (Tajpouret *al.*,2018).

Personal factors

Personal factors refer to individual characteristics that may influence job satisfaction. (Abdolshah *et al.*, 2018). These factors may include demographic variables such as age, gender, education, experience, personality traits, and attitudes toward work. Age is positively correlated with job satisfaction, with older workers reporting higher levels of job satisfaction than younger workers (Kumar, 2021). This may be due to several factors, including greater job security, higher salaries, and more significant opportunities for advancement. Gender is another personal factor that may influence job satisfaction, with some studies finding that women report lower levels of job satisfaction than men. This may be due to several factors, including gender discrimination, role conflict, and work-family conflict. Education and experience may also affect job satisfaction, with more educated and experienced workers generally reporting higher levels of job satisfaction (Judge and Bono, 2001). Personality traits and attitudes towards work are also important personal factors influencing job satisfaction. For example, individuals with high levels of extraversion may enjoy jobs that involve social interaction. In contrast, highly conscientious individuals may enjoy jobs involving responsibility and attention to detail (Srivastava *et al.*, 2015).

Employee performance

Performance is the capacity of the mind and body to carry out a task. Employee performance is a critical construct in organizational behaviour, referring to the extent to which employees can meet the expectations of their employers and perform their job tasks effectively (Ratnasari *et al.*, 2019). Employee performance and job satisfaction are often interrelated constructs. Job satisfaction can also impact employee performance. For example, research has shown that employees who are satisfied

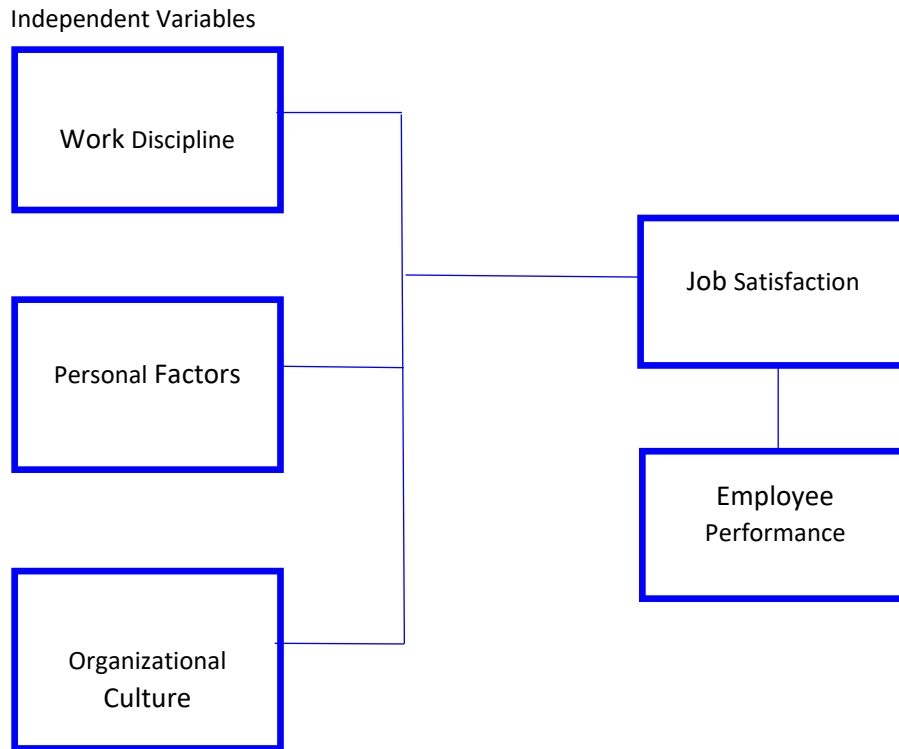


Fig. 1: Research model

with their job tend to exhibit higher levels of job performance, such as greater job involvement and reduced turnover intentions (Judge *et al.*, 2001). This suggests that job satisfaction can be vital in promoting employee performance and achieving organizational goals. Soft skills make people passive, whereas high skills enable people to execute tasks. Corporate objectives cannot be met even with highly developed tools, technology, and substantial funding. Training is one technique to make sure workers perform well. Training equips workers with the knowledge and skills to fulfil jobs, improving individual performance (Slutsky *et al.*, 2019). Managers of businesses should pay attention to the wants and demands that employees express. Clarifying team and organizational goals and providing managers with the opportunity to hear new perspectives and ideas from staff members will improve employee performance (Tajpouret *et al.*, 2023).

Work discipline, organizational culture, and personal factors significantly influence job satisfaction, all these factors are interconnected

and have a significant influence on each other. The detailed interconnection of each variable explains in further analysis. The study is conducted to assess the job satisfaction needs of the employees in major IT companies. The study helps to know the preferences and problems of the employees. Employee commitment is essential to increase productivity. If job satisfaction rises, it will increase employee commitment, and further, it will increase productivity. It is necessary to study job satisfaction.

Objectives of the Study

Due to the magnitude of the IT business, the primary goal of this survey is to determine how satisfied employees are with their jobs, raise awareness among the senior Management, and the importance of measurement of employee job satisfaction and building strategies for retaining qualified employees. The following are the study's particular goals:

- I. Determines the job commitment of employees in IT companies;

- ii Determine how satisfied employees are with their jobs in IT companies;
- iii. Investigate the level of work discipline of employees in IT companies;
- iv. Investigate the personal factors of employees working in IT companies;
- v. Investigate the effect of organizational culture on the working of employees

The current study has been carried out in Pune and Mumbai cities in India in 2022.

MATERIALS AND METHODS

The distribution of job satisfaction across different demographic and occupational factors was summarised using means and standard deviations. Latent variable scores were generated by averaging the results of the items that made up the final CFA and SEM. The study used a descriptive survey design of correlational type. The measurement tool's appropriateness was examined by the reliability scale used. Correlational research is a type of research design that involves observing two variables to establish a statistically corresponding relationship between them to the extent that a change in one creates some change in the other (Bakhtiari and Jalilian, 2018). Therefore, a descriptive survey design of correlational type was considered appropriate for this study because it enables the researcher to find out the relationship among work discipline, personal factors, and organizational culture of employees. Considering the research goal and the literature review, the technique is analytical and interpretive. The study's objectives were achieved explicitly via the questionnaire's design. To test the proposed hypotheses, the collected data underwent statistical analysis. Both inferential and descriptive statistical methods were used to analyse the data. All data were processed using the Statistical Package for Social Science (SPSS) and AMOS (Fahimah *et al.*, 2023). Additionally, Tableau software makes compelling visualizations showcasing the variation in responses from each respondent. Data is collected through a series of questions through a Google form, shared across the target audiences to receive their opinion and point of view. These questions were curretted after thorough thinking and the extended procedure of trial and error. Extensive effort was put into making the questions relevant to the target audience and capturing their interest. Interest is

an essential factor while collecting data from the targeted sample because it assures honesty which further increases the accuracy of the research. The data has been affirmed through online responses. The questionnaire will be distributed electronically using online survey software such as Qualtrics or Survey Monkey. An email invitation will be sent to employees working in IT companies in the targeted region with a link to the online survey. The email will provide information about the purpose of the study, assurance of confidentiality and anonymity, and the estimated time to complete the survey. This approach was used because the study under consideration cannot maintain its focal point on every individual. The data definitely has been affirmed through online responses, with data collected and surveyed through Google Forms collecting 404 responses. All responses were collected from Mumbai and Pune cities irrespective of their designation and company turnover. Employees of IT organizations in the cities of Pune and Mumbai make up the study's statistical population. Researchers calculated the required sample size using a 95% confidence interval and a 5% error margin. These percentages are adequate for social science researchers. 404 individuals were thus chosen as the statistical sample. Data were gathered using a straightforward random sampling technique. Due to large populations random sampling method is convenient for the study. The sample size is verified from the sample size calculator. The total population of the study was 5.4 million, and as per the, 404 samples were sufficient for the study. Before the questionnaire was circulated, the respondents were provided with instructions. Data analysis will be conducted using statistical software such as SPSS (Parsafar *et al.*, 2023). Descriptive statistics will be used to summarize the sample's demographic characteristics and job satisfaction measures. Inferential statistics, such as regression analysis, were used to identify any significant differences in job satisfaction based on demographic characteristics and to examine the relationship between job satisfaction and other variables of interest.

Measures

This research uses a five-pointer Likert scale ranging between 1 to 5 (that is, 1 = strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree), considering the pointers of these constructs.

Five components established by (Yuliandi, 2019) were applied to calculate work discipline. Five parameters built on the learning by (Denison and Mishra, 1995) were exercised to obtain information on organizational culture. Four objects found in education by were utilized explicitly for quantifying personal factors affecting job satisfaction. Four dimensions formulated on the learning by (Ratnasariet al., 2019) helped to collect information on employee performance. There were also specific demographic measures, such as:

1. Age: Participants will be asked to indicate their age in different groups.
2. Gender: Participants will be asked to indicate their gender as male or female.
3. Education Level: Participants will be asked about their highest achieved education level.

RESULT AND DISCUSSION

This study aims to examine the complexities of employee attitudes, measure employee satisfaction, and examine the influence of personal issues at work. A survey of the literature explains the actual state of employees. Several measurement constructs have been chosen to understand the factors influencing job satisfaction. The significance of each construct is as follows:

Work Discipline: is a crucial assessment construct because disciplined employees are more likely to be motivated, productive, and satisfied with their jobs. Work discipline can contribute to a positive work environment and foster a sense of responsibility and accountability among IT employees.

Organizational Culture: By measuring corporate culture, the study aims to understand how the cultural aspects of an IT company, such as teamwork, communication, and support, impact job satisfaction. A positive and supportive organizational culture can enhance job satisfaction by fostering a sense of belonging, collaboration, and alignment with corporate values.

Personal Factors: By considering personal factors, the study explores how individual attributes and circumstances interact with job satisfaction among IT employees. Understanding these factors can help identify individual needs, preferences, and challenges that affect job satisfaction.

Employee Performance: It is an essential construct to measure as job satisfaction is closely linked to performance outcomes. Satisfied employees are

more likely to be engaged, motivated, and committed, leading to higher productivity and quality work. By examining the relationship between employee performance and job satisfaction, the study can shed light on the reciprocal influence between these constructs.

Job Satisfaction: This study's central construct serves as the dependent variable. Job satisfaction is crucial as it impacts employee well-being, motivation, productivity, and retention. Organizations can implement strategies to enhance job satisfaction levels and create a positive work environment by understanding the factors contributing to IT employees' job satisfaction. Table 1 illustrates the questionnaire for the data on a five-point Likert scale rating. The information in the questionnaire is used to explain the effect of work discipline, organizational culture, and personal factors on job satisfaction. The respondent's considered the research's motive and filled out the questionnaire.

Demographics analysis

The enumeration data of the measured 404 samples wielded through SPSS 20 software highlighted in Table 2 communicate that 50.3% of the responders were male gender, 28.7% were female, and 21% preferred not to mention. Regarding age, 28.7% of the responders were below 24, 38.1% were 24-30 years, 27% occurred between 31-40 years, and 6.2% were under age over 40. The responders were from various IT firms, and they had a range of specializations in areas like technical, human resources, finance, etc. The initial part of the questionnaire showcases the behaviour of IT employees through factors like work discipline, organizational performance, and the impact of personal characteristics on their work and performance. Statistics demonstrated in the responses indicate the experiences of the IT employees. The study uses a statistical approach to understand the demographic existence in the respondent's data.

Psycholchometric analysis

Several statistical studies were carried out to analyze the Psycholchometric qualities of the testing items and assess the suggested hypothesis. Specifically, this study follows the Structural Equation Modelling (SEM) procedure to acquire statistical findings. Before evaluating the conceptual model, the

Employee's satisfaction in IT Companies

Table 1: Measurement constructs

Items	Variable	Sources
Work Discipline		
Work Discipline1	You have a feeling of following all organizational rules at your work.	
Work Discipline 2	You may only sometimes feel like you can get to work on time.	
Work Discipline 3	You may only sometimes feel the need to protect organizational equipment.	
Work Discipline 4	You consistently make an effort to finish the allocated work well.	
Work Discipline 5	You always abide by the guidelines established by the company.	
Organizational Culture1	You are satisfied with the information you receive about what is happening within the company.	Yuliadi, 2019
Organizational Culture2	You are satisfied with the attitude and nature of your seniors within the campus.	
Organizational Culture3	You are satisfied with the information you receive about what is happening within your Department/Unit.	
Organizational Culture4	Your direct supervisor explains clearly all your assignments.	
Organizational Culture5	You receive enough communication to be able to do your job effectively.	
Personal Factors		
Personal Factors1	Most of the time, your work is engaging enough to prevent boredom.	
Personal Factors2	Most of the time, you have to force yourself to go to work.	Brayfield and Rothe, 1951
Personal Factors3	If the workplace is highly comfortable, you will work with greater satisfaction.	
Personal Factors4	Your position in the company does have any impact on your satisfaction levels.	
Employee Performance		
Employee Performance1	Are you satisfied enough with your job, which motivates you to complete your work before the deadline?	
Employee Performance2	Do you always want to share your responsibility with other employees related to? Y	Ratnasariet et al., 2019
Employee Performance3	Do you always handle the criticism of your work?	
Employee Performance4	Do you always follow up on the requests quickly?	
Job Satisfaction		
Job Satisfaction1	You are happy about choosing your particular company because of its future commitments.	
Job Satisfaction2	Due to future job stability, it is morally correct to work for this company.	Khaleque and Wadud, 1984
Job Satisfaction3	You are glad to be an employee of your company because of its healthy working conditions.	
Job Satisfaction4	Overall, you are satisfied working with your company because of the allowances and various benefits.	

Table 2: Demographics

Serial Number	Classification	Category	Frequency	(%)
1	Gender	Male	203	50.3
		Female	116	28.7
2	Age	I prefer not to say	85	21.0
		Less than 24	116	28.7
		24 to 30	154	38.1
		31 to 40	109	27.0
		More than 40	25	6.2
3	Education	High School	29	7.2
		Undergraduate Degree	193	47.8
		Post- Graduate Degree	80	19.8
		Other	102	25.2

measuring instruments' accuracy and credibility were assessed using confirmatory factor analysis (CFA).

Measurement model results

The measure's reliability and validity can be examined in various ways. One method of evaluating reliability is to look at the weight of a particular element for every construct. When assessing the model's quality, the factor loading of each member of the four factors is listed in Table 3. The internal reliability was confirmed through a Cronbach alpha calculation for each element. Alpha values greater than 0.7 are acceptable (Kline, 2013). It was confirmed that all values exceeded the proper alpha value, indicating the study instrument's reliability. In Table 3, Cronbach's α coefficient of "work discipline" is 0.837; "organizational culture" is 0.975; "personal factors" is 0.949; "employee performance" is 0.961, and "job satisfaction" is 0.955. The Cronbach's values

for every construct in this research are more than 0.7, indicating that the evaluation results are satisfactory. Based on the findings, the measures provided to assess the collection of variables were valid.

Discriminant Analysis

The acceptability of the study depends on the measurement's validity. The Kaiser-Meyer-Olkin and Bartlett test assesses the available data altogether. A Kaiser-Meyer-Olkin value should be above 0.5, and a level of significance for Bartlett's trial, which should be below the range of 0.05, would indicate a correlation substantially in the data. Kaiser-Meyer-Olkin returns the value mostly between the range of 0 and 1. As per the thumb rule, while defining the stats, the Kaiser-Meyer-Olkin gives out results between 0.8 and 1, which means that there is adequate sampling (Rosenblad, 2011). And if the values are below 0.6, it would stipulate that there is sufficient sampling and

Table 3: Psycholchometric properties of measures

Constructs	Items	Mean	SD	Factor Loadings	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite reliability (CR)
Work Discipline (WD)	WD1	3.116	1.237	0.582	0.837	0.620	0.889
	WD2	3.509	1.251	0.737			
	WD3	3.297	1.331	0.885			
	WD4	3.116	1.339	0.842			
	WD5	3.423	1.370	0.852			
Organizational culture (OC)	OC1	3.104	1.356	0.940	0.975	0.878	0.973
	OC2	2.623	1.147	0.927			
	OC3	2.876	1.289	0.961			
	OC4	2.962	1.316	0.920			
	OC5	2.772	1.237	0.937			
Personal Factors (PF)	PF1	3.722	1.117	0.788	0.949	0.682	0.914
	PF2	3.279	1.243	0.856			
	PF3	3.819	1.086	0.845			
	PF4	3.472	1.243	0.780			
Employee Performance (EP)	EP1	3.396	1.236	0.851	0.961	0.663	0.886
	EP2	3.378	1.233	0.699			
	EP3	3.423	1.240	0.849			
	EP4	3.306	1.226	0.848			
Job Satisfaction (JS)	JS1	3.769	1.093	0.828	0.955	0.744	0.920
	JS2	3.341	1.134	0.872			
	JS3	3.472	1.127	0.885			
	JS4	3.601	1.119	0.864			

action must be taken to rectify. The Kaiser-Meyer-Olkin testing uses all the data that is available and evaluates them. Thus, Kaiser-Meyer-Olkin values between the range of 0.8 and 1 stipulate that samples are adequate, and Kaiser-Meyer-Olkin values below 0.6 demonstrate that the model is not sufficient (Rosenblad, 2011). As shown in Table 4, all the Kaiser-Meyer-Olkin (KMO) values for the data are for Work discipline (0.787), organizational culture (0.937), personal factors (0.825), employee performance (0.814) and job satisfaction (0.862). The transpose seized by the variables that correspond to the proportion of substitute by the mistakes is measured by Average Variance Extracted (AVE). To successfully achieve the criteria of the discriminant validity, the AVE square root that is structured should be greater than the specific amount of change captured by the term that corresponds to the amount of change caused by measurement mistakes measured by the Average Variance Extracted (AVE), i.e., being greater of every variable in the model construct. The square root of the AVE of the individual variables present is the parentheses score's diagonal. The values that are not diagonal are constructed with square correlations. Table 4 has more correlations between all the variables, which signifies that the four constructs are effective. Thus, after the accurate analysis of the study, there is good reliability for all the constructs applied and demonstrated in the research.

Confirmatory Factor Analysis

Fig. 2 shows a significant correlation between the

independent and dependent variables. The model in the study gives results of the correlation along the independent variables having a substantial relation to variables dependent on regulating the variables. Thus, as the significant proportions of these variables are correspondents, it means that all the variables have an impact and are correlated with the job satisfaction of employees. The covariance of the variables is mentioned. The estimated correlation is statistically significant. The affirmation of the credibility indices of constructs before and during an adjustment is put forward by the AMOS 24 software. However, the objective of covariance analysis is to simplify the responses collected by the respondents and the difference in the degree of reactions. The variance is calculated if it is around five, which is the maximum value on the scale. This indicates that the data used could be more advocated for the analysis. In contrast, the analysis is endorsed if the covariance is around zero.

Structural equation analysis

This paper uses structural equation modelling (SEM) to evaluate the hypothesis through AMOS. It was found that the model's fitness was acceptable. According to Fig. 3, (1) work discipline, organizational culture, and personal factors have a beneficial impact on job satisfaction, and (2) job satisfaction positively influences employee performance. The SEM's reasonable measures findings show that the model's fit to various constructs is satisfactory. It demonstrates a significant correlation between work

Table 4: Discriminant validity

Constructs	Kaiser-Meyer-Olkin	Work Discipline	Organizational Culture	Personal Factor	Employee Performance	Job Satisfaction
Work discipline	0.564	(0.787)				
Organizational culture	0.869	0.239	(0.937)			
Personal factor	0.794	0.606	0.216	(0.825)		
Employee performance	0.828	0.645	0.228	0.604	(0.814)	
Job satisfaction	0.861	0.482	0.396	0.865	0.610	(0.862)

Notes: n = 404. The scores of parentheses presented diagonally are the root of the square average variance extracted from the individual constructs. Non-diagonal values are cross-constructed squared correlations.

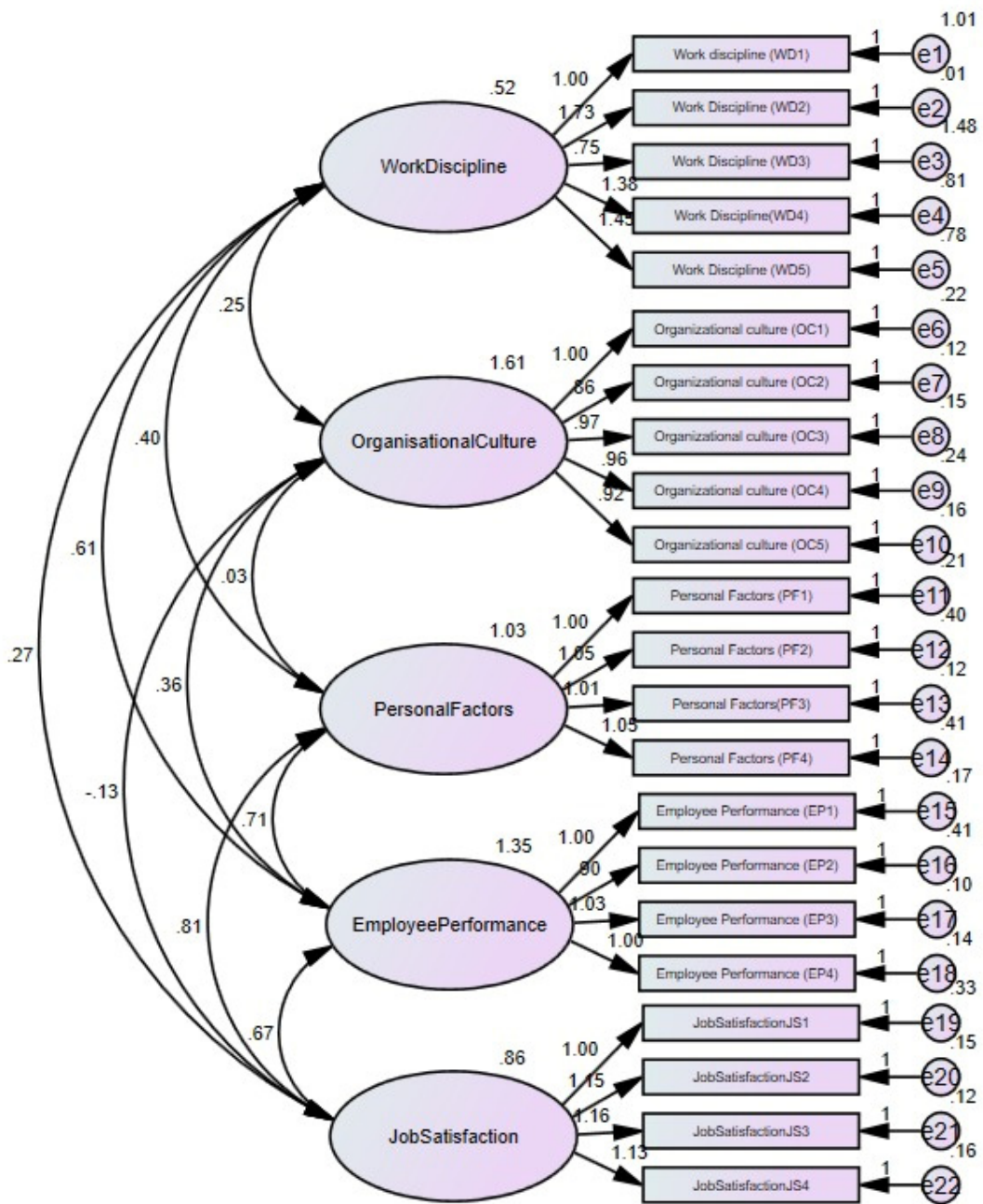


Fig. 2: Confirmatory Factor Model

discipline, organizational culture, and job satisfaction. Similarly, the correlation is substantial even in personal factors and job satisfaction. Thus, implying the relations between the constructs.

Job satisfaction

Analysis in Fig. 4 shows the ratings given by the respondents based on whether they are satisfied working with their company because of

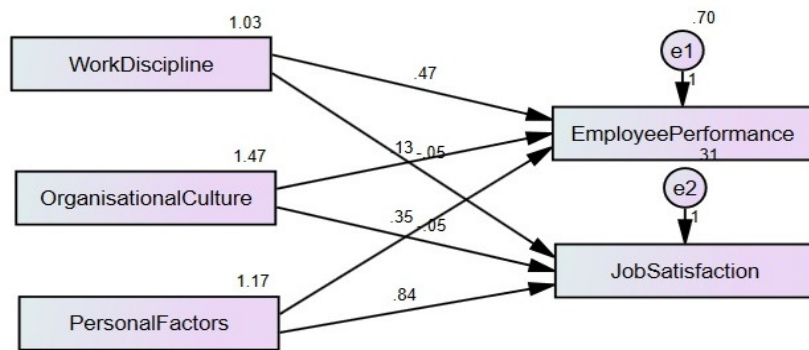


Fig. 3: Structural equation modelling

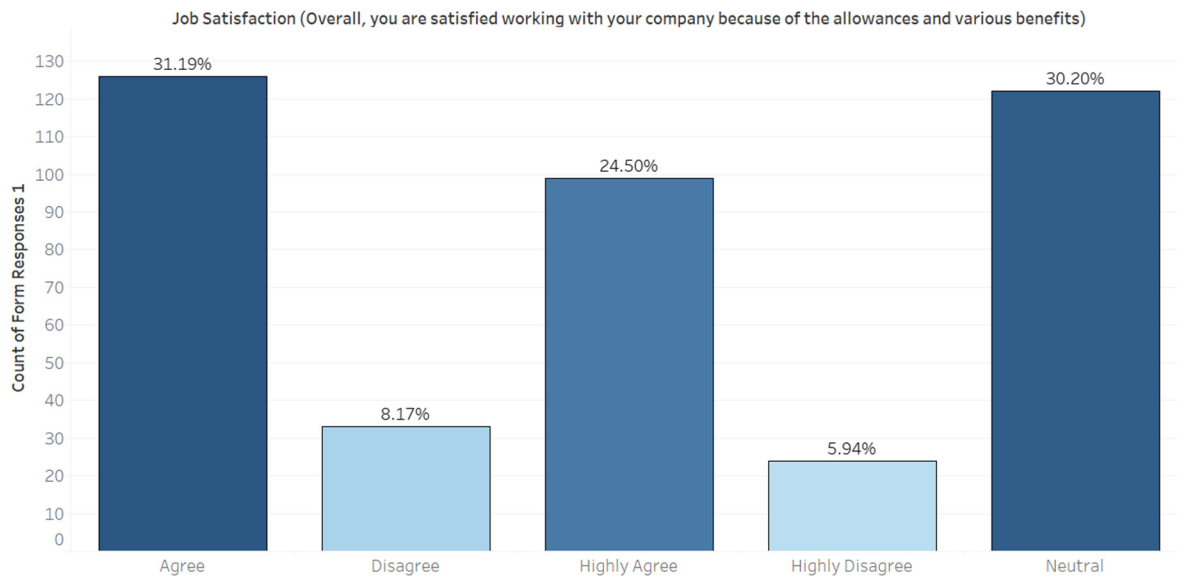


Fig. 4: Job satisfaction

the allocated allowances and benefits. According to the total responses, 31.19% of respondents said they were delighted with their employer, and very few respondents disagreed with the allowances and benefits they received. This demonstrates that companies are very aware of the elements that will raise the satisfaction levels of the employees. Nowadays, people research the types of benefits and allowances they will receive from a company before deciding whether to work there (Jones, 2017). The primary reasons for dissatisfaction among employees are low pay and less opportunity for career growth.

Analysis in Fig. 5 exhibit the ratings given by the

respondents based on whether they are happy about choosing their particular company because of their future commitments. The graph shows that 49% of the respondents are pleased with their company choice. Everyone desires job security, and companies work to provide it by making promises about the future to keep employees with them longer. Few respondents disagreed so companies should try to give them a feeling of job security. This is a crucial consideration when picking any company for work. Human resource managers should provide a good career overview plan and a career development program. This thing helps increase satisfaction levels

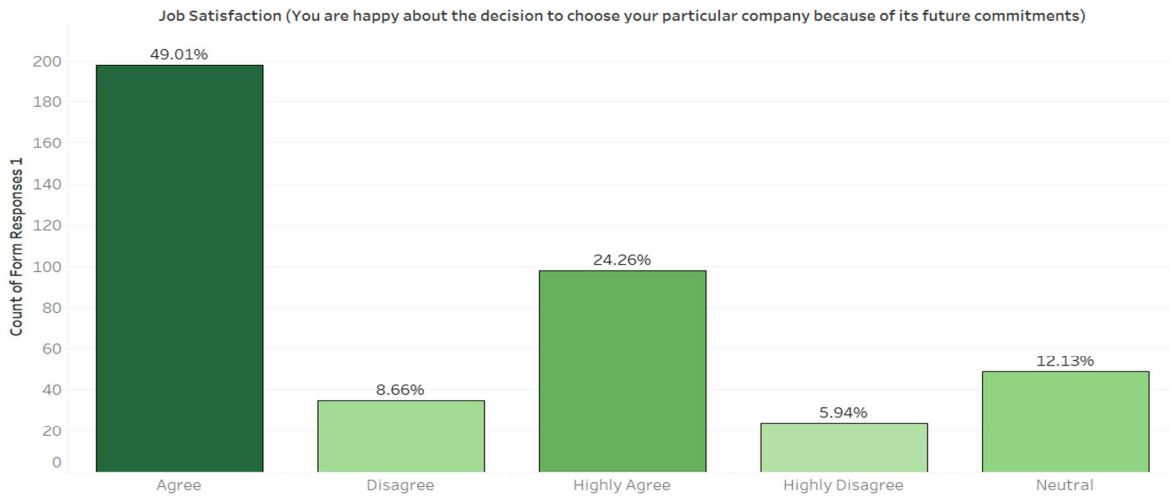


Fig. 5: Job Satisfaction

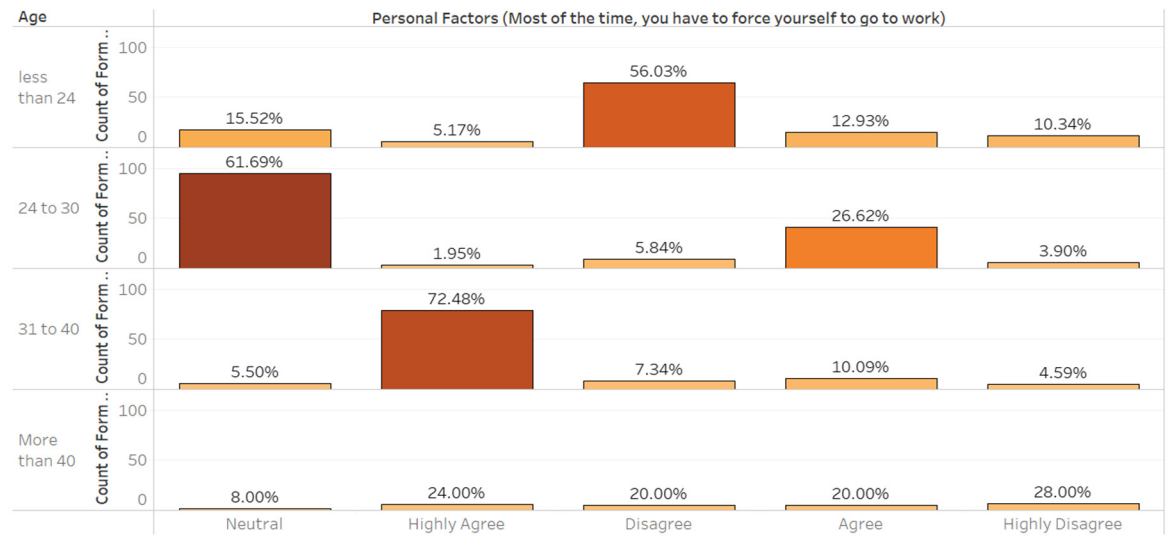


Fig. 6: Personal factors

and future commitment to the company.

Personal factors

Analysis in Fig. 6 exhibits the ratings the respondents gave based on the statement that they must usually force themselves to go to work. This graph is also filtered by the different age sections. The first section is of the respondents who are less than 24, and 56% of them disagreed with this statement. This could be because individuals in their early twenties

are often still exploring their career paths and may be more likely to switch jobs or careers than older employees. Also, some individuals in this age group may feel more motivated and excited about their jobs. The graph's section for ages 31 and 40 is another noteworthy feature. Around 72.5% of respondents between the ages of 31 to 40 highly agreed with this statement. This could be because of the increasing responsibilities such as raising a family, paying a mortgage, or taking care of aging parents. This can

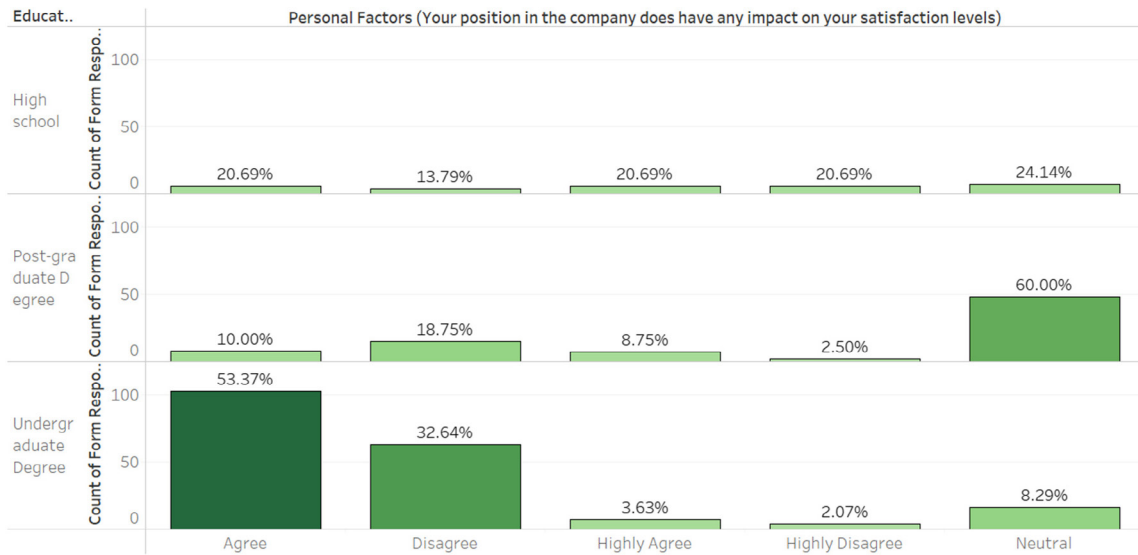


Fig. 7: Personal factors

create financial pressures and stress, impacting their motivation to work. Additionally, individual may feel career stagnation or burnout if they have been in the same job or industry for a long time.

Analysis in Fig. 7 displays the ratings the respondents gave based on the statement that their position in the company does not impact their satisfaction levels. The graph is further filtered by various degrees of education. It can be seen that among respondents with an undergraduate degree, 53.37% of them concurred that their job affects how satisfied they are with their jobs. This could be because employees with undergraduate degrees who are in entry-level positions may feel unfulfilled if their job challenges them more or if they do not have the opportunity to use their skills and knowledge to their fullest potential. The position of an employee with an undergraduate degree can affect their satisfaction levels due to factors such as job responsibilities, compensation, opportunities for growth, and work-life balance. Another thing to note is that 60% of the employees with postgraduate degrees in the second part of the graph have neutral opinions. They have expressed various opinions, which may cause their inability to concur completely. Postgraduate degree holders may have higher standards for the kind of work they want to do. They may feel underutilized if their position does not use their skills and expertise.

This might result in less work satisfaction. After receiving their postgraduate degree, some employees don't care about their position. They begin to become satisfied with their jobs, pay, and positions.

Organizational culture

Analysis in Fig. 8 exhibits the ratings given by the respondents based on the statement of whether they are satisfied with the attitude and nature of their seniors within the campus. It is evident from Fig. 8, that 102 of the respondents strongly disagree with the statement that they are pleased with their seniors' attitude. This could be because of many reasons. One of the primary reasons can be ineffective communication. If seniors are not communicating effectively with their employees, it can lead to misunderstandings and frustration. In the IT industry, where technical expertise is essential, seniors must communicate technical information clearly and guide their employees. Another primary reason is the need for recognition. Employees often work on complex projects that require a high level of skill and expertise. If seniors do not recognize their employees' contributions or provide opportunities for professional development, it can lead to a lack of job satisfaction. It is essential for every company to ensure that their seniors behave with good attitudes towards their employees. A positive attitude from seniors can

Organizational culture (You are satisfied with the attitude and nature of your seniors within the campus)

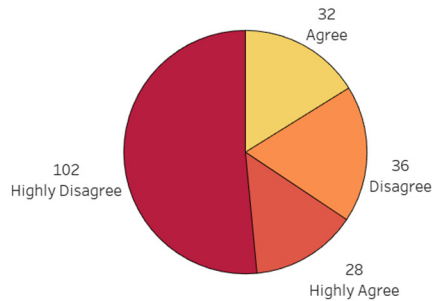


Fig. 8: Organizational culture

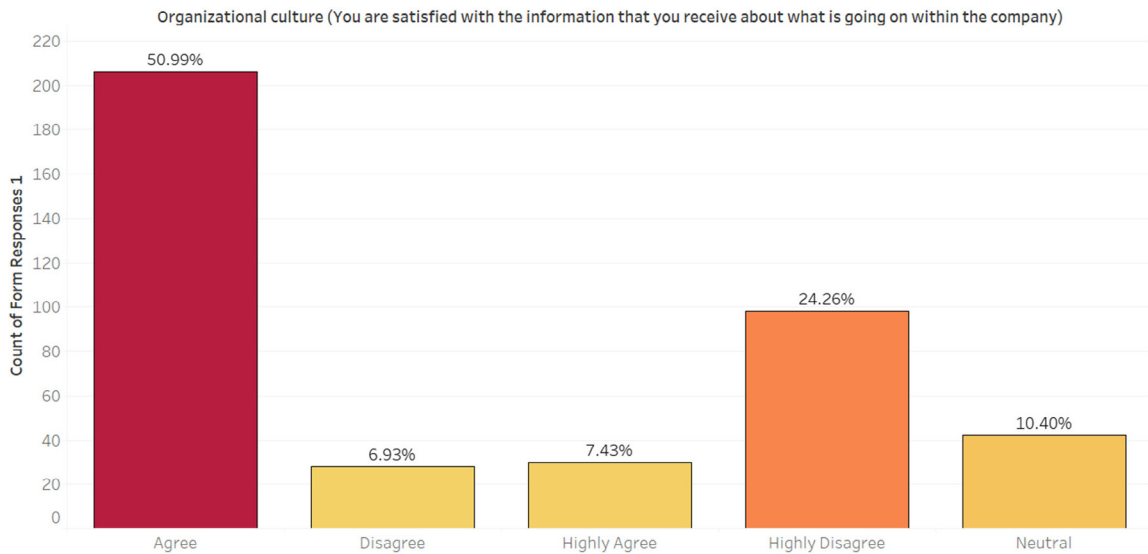


Fig. 9: Organizational culture

contribute to a positive work environment, which can lead to higher job satisfaction among employees.

Analysis in Fig. 9 shows the respondents' ratings based on whether they are satisfied with the information they received about what is happening within the company. The graph clearly shows that 50% of the respondents have agreed that they are satisfied with the information they receive about what is happening within the company. This shows that the organizational culture is at its best in such companies.

Employees value transparency from their employers. When employees feel that they are kept in the loop about what is happening within the campus, they are more likely to trust their employers and feel that their contributions are valued. Communication about what is happening on campus can help facilitate employee collaboration. When employees are aware of what is happening across the Organization, they are more likely to identify opportunities for collaboration and share knowledge and resources.

Employee Performance (Are you satisfied enough with your job which motivates you to complete your work before deadline)

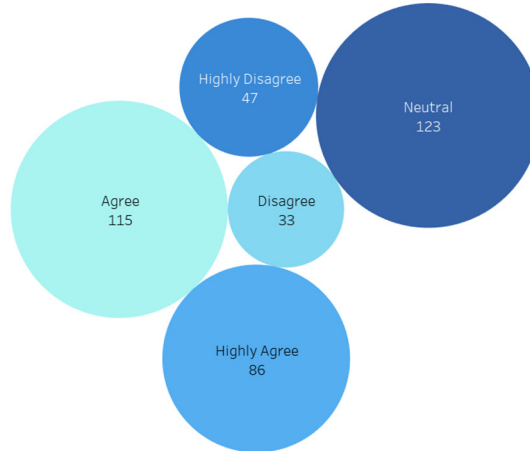


Fig. 10: Employee performance

Employee performance

Analysis in Fig. 10 exhibits the respondents' ratings based on whether they are satisfied enough with their job, which motivates them to complete their work before deadlines. The chart shows that most of the respondents have agreed the fact that they are satisfied enough to complete their work before deadlines. This would lead to higher employee performance and would help the company. When employees clearly understand what is expected of them and what they need to accomplish, they are more likely to feel motivated and engaged in their work. Also, when employees clearly understand what is expected of them and what they need to accomplish, they are more likely to feel motivated and engaged in their work. The primary reasons for failing to meet deadlines are poor time management and team issues and disputes. The manager can improve the communication among the team members to improve the performance of employees in meeting deadlines on time.

Analysis in Fig. 11 displays the ratings the respondents gave based on whether they always handle the criticism of their work or not. The information depending on gender is also depicted on the graph. It can be seen that males have highly agreed that they always handle the criticism of their work. Female respondents have also agreed but not more than males. The reason behind this can be that in the IT industry, many cultural stereotypes suggest

men are supposed to be strong and confident. In contrast, women are supposed to be nurturing and emotional. As a result, men may feel more pressure to appear resilient and unbothered by criticism. Also, in some workplaces, men may hold more power positions than women, making it easier for them to dismiss or deflect criticism. Therefore, Employee performance is higher when they can handle criticism regarding their job.

Work discipline

Analysis in Fig. 12 exhibits the ratings given by the respondents based on the statement that they may only sometimes feel like going to work on time. The information depending on gender is also depicted on the graph. Males have highly agreed on the fact that they do not always feel like going to work on time. Men, like anyone else, may have personal issues that affect their motivation to go to work. This could include relationship problems, financial stress, or health issues. Also, Men may experience stress related to their job, such as high workload, tight deadlines, or difficult co-workers. This can make it challenging to feel motivated to go to work on time. At the same time, female respondents have neutral thoughts regarding this statement. Women tend to prioritize their responsibilities, including work and may feel more obligated to meet them. Additionally, women may feel more pressure to prove themselves in the workplace and may be more likely to adhere to

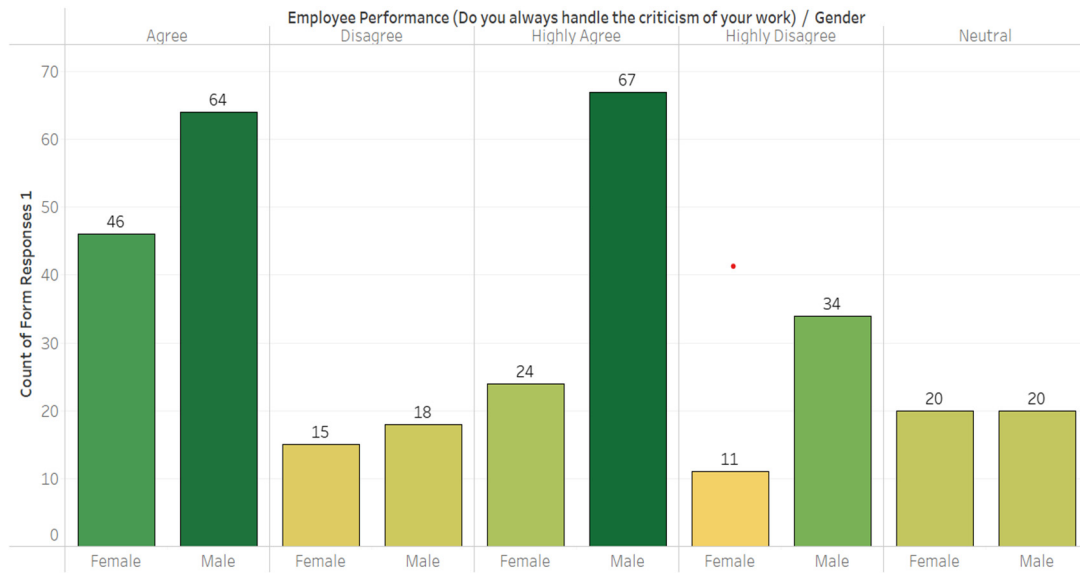


Fig. 11: Employee performance

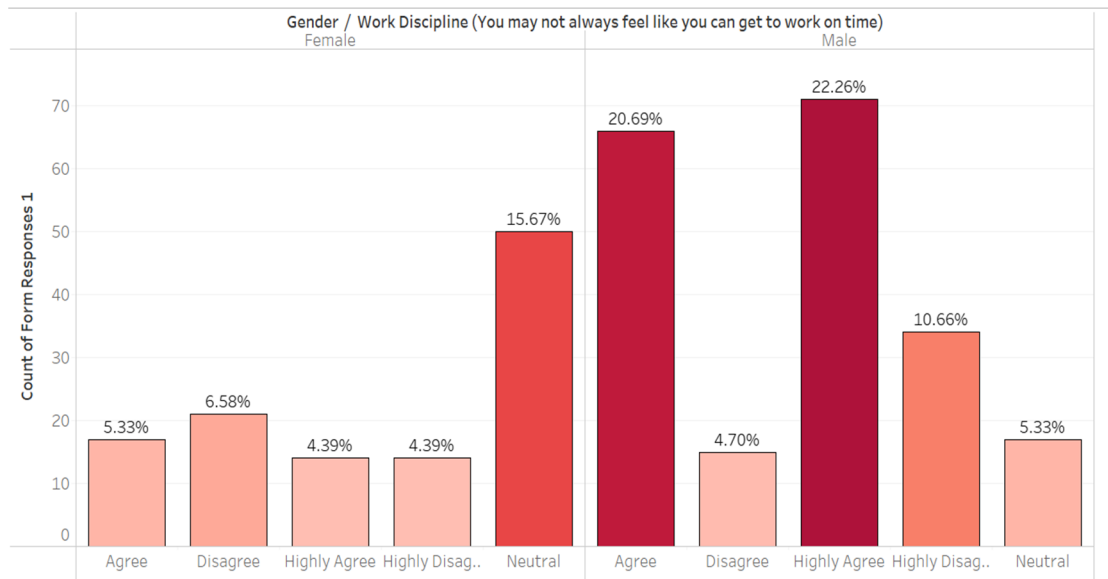


Fig. 12: Work discipline

traditional gender roles and expectations.

Analysis in Fig. 13 exhibits the ratings given by the respondents based on the statement that they feel like following all organizational rules at work. Different age sections further filter the graph. In the age group from 31 to 40, 60% of the respondents agreed that they feel like following all organizational

rules at work. Employees in this age range are likely to be at a stage in their career where they have gained some experience and are looking to establish themselves in their profession. They may see following organizational rules as demonstrating professionalism and commitment to their job. Also, individuals in this age range may have personality

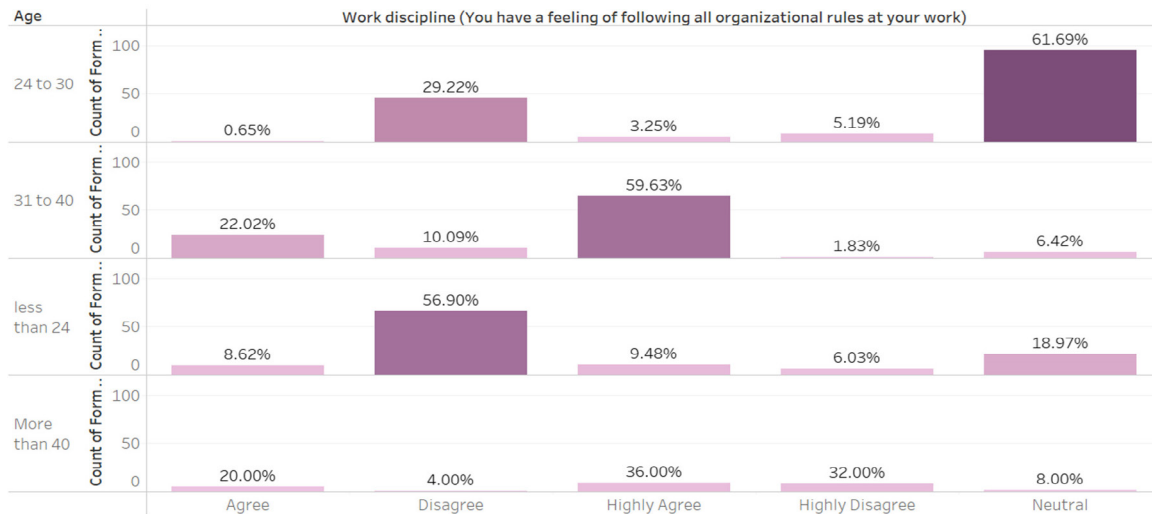


Fig. 13: Work discipline

traits or values that make them more inclined to follow the rules, such as a strong sense of duty or a preference for structure and order. Another interesting finding is that 57% of respondents under 24 disagreed with the statement that they feel like following all organizational rules at work. Employees in this age range may have limited work experience and must fully understand the importance of following organizational rules. Individuals in this age range may feel confident in their abilities and be more willing to take risks and try new things, even if it means bending or breaking some rules. Also, some younger employees may perceive organizational rules as unnecessary or outdated or need to understand their rationale fully. Several studies have shown that age has a significant positive effect on overall work satisfaction, which has established the results of the current study. Numerous studies have also found similar results. Their studies have shown a difference in job satisfaction between young and old employees. The higher the job satisfaction with age, the older an employee is, the higher the level of job satisfaction. Also, studies have found that all supervisors who are married and married employees are more satisfied than unmarried. Similarly, the supervisors were more experienced, and more experienced employees were more satisfied than less experienced (workers), but not statistically significant. This research paper has some strong points that make it unique. Data analysis

has been done using the world's well-established measurement scale. Moreover, the collected data is collected through surveys to be accurate, and the reliability and validity value is obtained at the accepted rate. The research work has been followed scientifically at every level from beginning to end. It has been carefully examined by an author, which is considered one of the most vital aspects of this research. Job happiness and age are positively connected, with older employees reporting higher levels of job satisfaction than younger employees (Kumar, (2021). Another individual aspect that may affect job happiness is gender; according to some research, women report lower levels of job satisfaction than males (Judge and Bono, 2001). Our research showed us how vital employee satisfaction is to meeting organizational goals and preserving staff loyalty. For IT companies to maximize the potential of their staff and acquire a competitive edge in the globalized economy, it is essential to create the circumstances for employee satisfaction. To improve employee happiness and general performance, businesses should develop a culture of accountability, professionalism, and discipline. When senior staff members fail to communicate clearly with their staff, it can cause confusion and resentment among the employees. Collaboration among employees can be facilitated via communication regarding campus events. Poor time management, team conflicts,

and disagreements are the main causes of deadline misses. Women are more likely to prioritise their obligations, especially their work, and feel more pressure to fulfil them.

CONCLUSIONS

One of the biggest issues facing Management in all IT companies is job satisfaction. The average satisfaction score in the current investigation shows that IT company employees are generally satisfied. The value of employee satisfaction in attaining business goals and retaining employees. Creating the necessary conditions for employee satisfaction is crucial for IT companies to harness the full potential of their workforce and gain a competitive advantage in the globalized world. Organizations should focus on cultivating a culture of discipline, professionalism, and accountability to enhance employee satisfaction and overall performance. Employees are a valuable resource for an IT company to survive and thrive. IT companies need their employees to feel satisfied to achieve the overall objectives and remain loyal to the company to achieve company success. The employees' satisfaction is the premise of this commitment and dedication. Employees can become a priceless asset by providing the necessary conditions for an employee to feel satisfied. They can contribute in many ways for a company to achieve a competitive advantage in a globalized world. Employee satisfaction can help reduce turnover, which is high in the dynamic IT sector. The findings characterize the most important features that satisfy IT workers, providing the IT human resource department's valuable insights to align their strategies following their employees' desires and expectations. Specifically, the results highlight that IT managers should listen to their staff's advice on their needs, management issues, and team. By highlighting workload as unfavourable, employees signal the need for further attention to improve teamwork and work balance to increase satisfaction. Hence, human resource departments can take team-building initiatives to address such challenges. Regarding the positive items, learning is clearly outlined, with the company's brand and environment also playing a role in employee satisfaction. Thus, workers appreciate working under pivotal brands. This study shows that job satisfaction is a consideration for organizations because it affects employee

performance. In addition, work discipline positively impacts employee performance. This research shows that work discipline positively and significantly affects job satisfaction. Expanding the sample area and adding variables in future research is necessary. Furthermore, supervisors and managers play a vital role in enhancing job satisfaction and employee performance by providing effective communication, support, and guidance. By recognizing the importance of job satisfaction, managers can create an environment that motivates and engages employees, leading to better performance, increased productivity, and reduced employee turnover. As a suggestion for future research, this research aims to investigate the job satisfaction of employees working in IT companies for a long time. This study was conducted in a specific geographic region, and future research could explore the differences in job satisfaction and employee performance across different cultures and regions. Also, in the future, the research could explore additional factors that may affect job satisfaction and employee performance in the IT industry, such as work environment, job autonomy, and workplace relationships. Another interesting aspect could be comparing the job satisfaction and employee performance of IT employees with employees in other industries to understand the unique factors that contribute to job satisfaction and employee performance in the IT industry. Despite the insights and contributions of this paper, some limitations need to be addressed and considered for future research. The collected data refers to the general employees of the Indian IT companies and not to specific departments of those companies. The responses we have taken from the employees may represent only some of the population of IT employees, which could limit the generalizability of the findings. There could be a problem in the accuracy of results as there may be a risk of response or social desirability bias. Also, the main focus of this research is only on IT companies which may limit the generalizability of the findings to other industries and contexts. Therefore, in future research, data should be separated by departments to perceive the most meaningful variables of job satisfaction of each IT company department. It would be interesting to understand why top managers are satisfied with their position at an IT company and which factors are most relevant to their satisfaction.

Limitation

Despite the insights and contributions of this paper, some limitations need to be addressed and considered for future research.

1. The collected data refers to the general employees of the Indian IT companies and not to specific departments of those companies.
2. The responses we have taken from the employees may not be representative of the entire population of IT employees, which could limit the generalizability of the findings.
3. There could be a problem in the accuracy of results as there may be a risk of response or social desirability bias.
4. The main focus of this research is only on IT companies which may limit the generalizability of the findings to other industries and contexts.

Implications

1. *Employee engagement*: By identifying the factors contributing to job satisfaction in IT companies, this research can provide insights into how organizations can better engage and motivate their employees.
2. *Organizational culture*: Understanding how organizational culture affects job satisfaction can help organizations identify areas to improve their culture to create a more positive and productive work environment.
3. *Recruitment and retention*: This research can help organizations identify the most critical factors to IT employees and use this information to recruit and retain top talent.
4. *Policy and practice*: The findings of this research may have implications for policy and practice related to job satisfaction in the IT industry, including issues related to compensation, work-life balance, and career development.

AUTHOR CONTRIBUTION

D. Singhal and H.A. Salunkhe performed the conceptualization and literature review, compiled the data, manuscript preparation, and edited references. D. Singhal performed the methodology, analysed and prepared the manuscript text and manuscript preparation.

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CONFLICT OF INTEREST

The authors declare no potential conflict of interest regarding the publication of this work. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication, falsification, double publication, submission, and redundancy, have been entirely witnessed by the authors.

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ABBREVIATIONS

AI	Artificial intelligence
AMOS	Analysis of a moment structures
AVE	Average variance extracted
CFA	Confirmatory factor analysis
CR	Composite reliability
EP	Employee Performance
IT	Information technology
JS	Job Satisfaction

KMO	Kaiser-meyer-olkin
NASSCOM	National association of software and service companies
OC	Organizational culture
PF	Personal Factors
SEM	Structural equation modelling
WD	Work Discipline

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