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Soumi Chakraborty
Assistant Professor,
School of Management Studies,
Swami Vivekananda
University, Barrackpore,
Kolkata, West Bengal, India

A study on 'employee satisfaction in Tata consultancy services at sector V, the IT hub of Kolkata

Soumi Chakraborty

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Abstract

Purpose: The purpose of the paper was to find out the several factors that contribute to employee satisfaction and the satisfaction level of employees in the organization.

Methodology: In this research, a survey was conducted on the employees of Tata Consultancy Services (TCS) at Sector V, Kolkata - with a total of 105 respondents. The primary data was collected through questionnaire with the help of 'Snowball sampling' method. The data was graphically represented through various Pie charts and analyzed.

Findings: The important factors that were considered in the study were salary, appraisal, working condition, stress management, perks etc... The analysis concludes that majority of the employees were somewhat satisfied in working with this organization. Dissatisfaction, with reference to some of the factors, was also reported.

Practical Implications: Employee satisfaction plays an essential role in the successful functioning of any organization whereas dissatisfaction among employees affects the performances and productivity of the company adversely. Here, the study focuses on several major parameters that generate satisfaction/dissatisfaction in the employees. Thus, it explicitly shares and explains the employee feedback, on those major aspects, of Tata Consultancy Services. Valuable recommendations were also made towards these organizations for enhancing the overall employee satisfaction level.

Originality/Value: The study specifically focuses on the tangible and intangible parameters of employee satisfaction. Apart from financial motivators other aspects are also considered here. Also, the study evolves around more than hundred IT employees of TCS, Kolkata.

Keywords: Employee satisfaction, dissatisfaction, parameters, Tata consultancy services, IT

Introduction

Employee satisfaction measures the contentedness of the employees in their job. It plays an essential role in the success of the organization. It is a major attribute for the smooth functioning of any organization. Generally, higher level of employee satisfaction towards the organization leads to higher efficiency of the employees. Higher employee efficiency directs higher productivity of the organization. Thus, Employee satisfaction is essential to ensure higher revenues for the organization. On the contrary, dissatisfied employees adversely affect the organizational performance. There are several financial and non-financial attributes that generate the satisfaction/dissatisfaction among the employees. Where the important financial attributes are salary, incentive, perks etc, the non-financial attributes such as working condition, work-life balance, recognition, affiliation, challenges, stress management, leaves also play a huge role to generate the satisfaction in the human resource.

The important factors that are to be considered in the job satisfaction of the employees are salary, promotion, working condition, stress management, leaves and so on. Employee satisfaction is essential to ensure higher revenues for the organization.

In India, Tata Consultancy Services (TCS) is one of the most significant IT companies. TCS is an information technology services and consulting company, from Indian origin. It is a multinational company (parent organization – TATA group) and operates in 150 locations across 46 countries. In July 2022, it was reported that TCS had over 600,000 employees worldwide. In Kolkata, there are several offices of TCS. Here, the study was conducted on more than hundred employees of TCS in Sector V, Kolkata.

Corresponding Author:
Soumi Chakraborty
Assistant Professor,
School of Management Studies,
Swami Vivekananda
University, Barrackpore,
Kolkata, West Bengal, India

Literature Review

Balgir (1991) ^[14] conducted research to understand as postulated by the Herzberg model of hygiene-motivational factors which are instrumental for employee performance. The results concluded parameters such as Salary, Job Security, Promotion, Happy Personal Life etc are some of the factors that positively influence the workforce.

Syed (1992) ^[15], in his study tried to establish the relation between Job Satisfaction and Organisational effectiveness. The survey was conducted on 44 of public sector undertaking supervisors based on random sampling method. The study tried to relate employee's job satisfaction with Organisational effectiveness in accordance with several personal attributes such as age, education, pay etc. The study concluded that the Organisations generate greater employee satisfaction in turn enhance Organisational effectiveness.

Joshi (2001) ^[16] conducted research that compared the job satisfaction among the public and private sector employees. He collected responses from 60 people from each sector with hierarchical status of 3 levels i.e., Managers, Supervisors, and worker (20 each). The main findings were:

- a) The job satisfaction is higher in public sector organization compared to that in the private sector.
- b) Substantial differences were found in the job satisfaction among different levels of employees in the public sector organization.

Rai & Sinha (2002) ^[17], in their research paper, argued that job satisfaction might not be valid in case of modern times particularly in the context of skilled work force. The workers had as much a choice of organization to work with as a consumer in the market place. The data was collected from 261 managers of nationalized bank. The result showed that compared to intrinsic job satisfaction, intrinsic job delight was a better predictor of self-esteem. The hypothesis shows that job delight is a more worthwhile variable compared to job satisfaction under specified condition.

Research conducted by Rajesh (2007) ^[18] dealt with the Quality of Work life and Job satisfaction in 10 IT company professionals from 3 cities namely Hyderabad, Bangalore, and Chennai. The goal of the study was to explore the level of job satisfaction and to find out relationship between demographic characteristics and satisfaction. The primary data was collected through Questionnaire which showed the higher income group and higher experienced employees were more dissatisfied with the job security and several other aspects.

In a research paper - Jan, Raj & Subramani (2016) ^[19] collected responses of 500 employees from 5 IT companies on employee job satisfaction. The analysis suggested that new age employees are not satisfied with financial and other perk, fringe benefits. They seek for the challenges in job, utilization and upgradation of skills and knowledge as well.

Objectives of the Study

- a) To explore various determinants affecting the job satisfaction level.
- b) To understand the impact of financial attributes on employee's satisfaction.
- c) To understand the impact of non-financial attributes on employee's satisfaction.

- d) To find out over all job satisfaction level among the employees.
- e) To recommend measures to improve employee's satisfaction towards their job and the organization.

Research Methodology

The purpose of the study is to understand the various aspects of employee satisfaction in the multinational IT company TCS with the help of primary data collection and analysis.

Data type and sources

For this project both primary and secondary data were valuable sources of information. Primary data is original and unique data in nature and collected by the researcher directly from the respondents. In this research, the primary data was collected from the relevant respondents through Questionnaire. On the contrary, Secondary data was obtained by the researcher from published articles on the internet and websites. The secondary data was important for this project to find out the detailed information.

Sampling Design

For the purpose of primary data collection, a sample survey was conducted on respondents in Kolkata. Employees who are working in Tata Consultancy Services at Sector 5, Salt Lake, Kolkata. were included in the sample survey. The 'Snowball sampling' method was used for data collection. Sample size - A total of 105 respondents constitutes the sample for this study. The respondents were both male (73) & female (32).

Demography of the sample: - All the respondents were from Kolkata, who are working at TCS Sector V, Kolkata in different designations for several months or years (the freshers, responses with less than 3 months experience were not included).

Duration of survey: - The survey took around 15 days to collect feedback from the relevant respondents.

Tools used for data representation & analysis: - The statistical tool used for the data analysis and interpretation is simple 2D Pie chart.

Analysis was done mainly in 10 main parameters

- a) Training
- b) Coordination
- c) Motivation
- d) Information disbursement
- e) Working environment
- f) Salary & other financial benefits
- g) Perk, fringe & other non-financial benefits
- h) Appraisal system
- i) Grievance redressal system
- j) Stress management
- k) Work-life balance/flexibility at workplace

Data Analysis & Interpretation

Primary data was collected from 105 TCS employees on various aspects of their job satisfaction.

Demographic Analysis

Demographic information of the respondents is presented through the following table –

Table 1: The demographic details of the Respondents

Variable	Type	Frequency	Percentage
Gender	Male	73	70
	Female	32	30
Age	21-30	45	43
	31-40	40	38
	41-50	15	14
	51 & above	5	5
Marital Status	Unmarried	40	38
	Married	64	61
	Widow/er	1	1

Data analysis regarding employee satisfaction level

The following table represents various aspects of employee satisfaction. A total of 105 employees were asked to select their feedback on a 5-point Likert scale based upon the parameters such as – Training, Co-operation from

colleagues, Support & Motivation from superiors, Information disbursement, Work environment, Pay-package, Salary & other financial benefits, Insurance, Pick-up & drop facility.

Table 2: Employee satisfaction on various fields of Job satisfaction denoted by Likert scale

Attributes	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
I am satisfied with the Training received from the organization	30	56	7	10	2
I am satisfied with the Cooperation from my co-workers	27	45	10	17	6
I am satisfied with the support I receive from my superior	22	38	20	17	8
I am satisfied with the motivation I get to generate new ideas	17	29	21	28	10
I am satisfied with the information disbursement in the organization	38	26	20	16	5
I am satisfied with the working environment in the organization	49	20	11	13	12
I am satisfied with my pay-package	22	32	8	20	23
I am satisfied with the incentives and other financial benefits	23	33	11	27	11
I am satisfied with Insurance facility of my organization	29	43	12	14	7
I am satisfied with the 'Pick-up & drop' facility'	27	34	7	20	17

Based on the attributes, such as Appraisal system, Grievance Redressal System, Stress management, Job security and overall Job Satisfaction, employees were asked to rate their satisfaction level

on scale of 1 to 5 (1 – Very poor, 2 – Poor, 3 – Average, 4 – Good, 5 – Excellent)

Table 3: Employee satisfaction on various factors of Job satisfaction on a scale of 1 to 5

Attributes	1	2	3	4	5
Appraisal system	3	12	33	51	6
Grievance Redressal System	3	6	27	60	9
Stress management	10	17	14	53	11
Work-life balance	0	6	21	63	15
Job security	9	2	5	22	67

Findings & suggestions

Training – The questionnaire asked the respondents whether they are provided with adequate training to carry out their respective jobs, most of the employees (91%) replied positively. It showed the organization is providing training which is fulfilling most of the employees' needs for required skill, knowledge & expertise.

Financial & non-financial benefits – This parameter is one of the most important determinants of 'Job satisfaction'. Here in our survey, only 33% employees did seem to be entirely satisfied with their pay package. Rest of the respondents felt that they are completely or to some extent deprived of their deserved pay package. The concerned organization shall take some remedial measures to improve the scenario. The basic motivation of an employee is their salary. If they are not satisfied/happy with that and considers themselves to be underpaid, that is not a good indicator for the well-being of any organization. On the other hand, a good percentage of employees replied positively regarding

the other financial benefits they get. 74% of the employees felt that they are getting adequate amount of other financial benefits. In case of non-financial parameters, a large percentage of workers enlisted themselves to be getting these benefits provided by their company.

Superiors & co-workers – The survey feedback showed that 80% of the respondents admit to get enough encouragement for their job responsibilities. They get support & motivation from their superiors for generating new ideas for the organization as well. Though most of the respondents replied positively, the organization shall sincerely consider those employees who feel not to get enough support, courage, or motivation from their superiors. On the other hand while asked about co-workers, 94% of the employees did seem satisfied with the co-operation from their co-workers.

Work environment – In the survey feedback, around 89% responses enlisted themselves to be satisfied with their work environment whereas 86% is happy with the level of

information disbursement process. This shows the organization is efficiently handling these aspects which are adding the value to employee's job satisfaction level.

Appraisal system – While giving the feedback about the appraisal system of the organization, a very small number of the workers (5.7%) find their appraisal system to be rated as excellent.

Most of the employees (51.4%) think the system is good and 28.6% regarded it as average. Rest of the respondents marked it as 'Poor' or 'Very poor'. Here, the organization should consider this aspect sincerely and try to overcome the shortcomings of organization's ongoing appraisal system in practice so that the employees never feel dissatisfied or deprived of their appraisal.

Grievance redressal- A very important attribute of any organization's employee satisfaction is its Grievance redressal system. It is very much usual to have internal or external grudges, grievances, dispute, or complaints among the employees or towards the organization. If those grievances are left unresolved; it is very probable that those may affect the organization adversely. In this study, a very small percentage (8%) of workers only find their Grievance redressal system to be excellent. 57% (60) respondents rated as it as good where as 26% (27) respondents rated it as average.

Stress management & Work-life balance – While asked, 60 respondents (63%) rated 'Good' for both the parameters. A large percentage also rated these parameters as 'Average'. The organization shall take these attributes into notice so that more employees will be satisfied with these vital parameters. Organization may conduct workshops & stress relieving programs frequently, reduce the structural rigidity to resolve these problems.

Overall job satisfaction – In the survey, (32%) respondents chose their job satisfaction as 'Excellent' where as 39% rated it as 'Good'. That shows the organization is successful to provide the high job satisfaction level to most of its employees. In terms of the parameters such as providing training or creating cordial environment for work, the company is really trying and doing its best. But parameters such as 'Grievance redressal' or 'Appraisal system' should be more transparent and fairer since a very small number of workers rated it as 'Excellent' in both the cases.

Conclusion

In the study, it was found that majority of the surveyed employees were found nearly satisfied with the various aspects of their organization. Most of them feel that they receive adequate training, support, motivation and direction from their management and peers. Moreover, most of the respondents are close to satisfied with their remuneration package along with other financial and non-financial benefits they receive from their organization. For several aspects such as stress management, work-life balance, appraisal system, grievance redressal system – most of the respondents are okay with. But a good number of employees are not satisfied with these parameters. The organizations should take care of these attributes else they may lose talented employees. For healthy & wealthy growth of the organization, top management should consider employees as

fixed asset so they should encourage the employees more by motivating them & providing ample of opportunities to explore. While achieving organizational goals, employees should move towards their desired individual growth & development as well. If the organization emphasizes all the above-mentioned factors and concentrates to improve those without being biased, the researcher believes the organization can bring out full satisfaction level to their employees in return and obtain better outcome for the organization as well.

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