

# A Study on Employees Motivation and Job Satisfaction in IT Sector, With Reference in Karnataka

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## Abstract

Methods to enhance Work Place performance is one of the vital methods in the Information Technology (IT) sector in Karnataka, which is the "Silicon Valley of India". Employee motivation and Job satisfaction is one of the critical determinants of organization's performance. This study explores the various factors that affect employee motivation and job satisfaction in IT sector professionals in the state of Karnataka where the previous studies were scattered, with only few dealings with individual cities (Karnataka) mostly focused on Bengaluru, single levels of job or before the pandemic era. The proposed primary survey in this study consists of designating a sample of 150-250 (large multinational companies and small companies in the Middle East region) IT personnel in different sectors at the junior, middle, and senior level and using a descriptive-cum-analytical research methodology with a mix of quantitative (Likert scale questionnaire) and limited qualitative (HR interview) approaches. The goals are to establish motivational drivers, quantify the state of employee satisfaction, explore the connections between the motivational drivers and the state of job satisfaction, and provide practical recommendations for increasing employees' well-being. Early secondary source analysis data indicated that compensation and job security are critical to satisfaction, but other factors, including recognition, career growth opportunities, work-life balance, leadership style, employer branding, and internal communication are also becoming important elements in the satisfaction equation, particularly in the age of hybrid and remote working. The study ends by highlighting a need for a focused state wide study to help design fresh HR policies for hiring and keeping better quality employees that boost the productivity and satisfaction of IT companies in Karnataka.

## INTRODUCTION

The Information Technology (IT) industry is one of the fastest growing and less important industries in India. Karnataka in particular is referred as the "Silicon Valley of India" with thousands of IT and IT enabled service (ITeS) providers, both large international companies and some small and medium software companies are located there. There are lakhs of people directly involved in this industry and numbers of indirect jobs are being held in allied services—like transport, real estate, hospitality, retail, etc.

Employees prop up any successful IT company! Machines rely mainly on factories, but knowledge, creativity and persistent work power is the major factor on which IT companies (in relation to factories) rely. This means that employees' motivation and job satisfaction directly impact the organization's performance. An enthusiastic worker displays increased effort, loyalty to the organisation and higher quality output. However, a less motivated or contented staff member who is unhappy at work can lead to sub-optimal performance, absenteeism or forced resignation, adding to the recruitment and induction expenses.

Motivation may be defined as the inward or outward stimulus which drives an individual towards the achievement of a goal. This could be from monetary based aspects such as salary, bonus, or from the non-financial aspects such as recognition, opportunities for growth, a conducive work environment or feelings of success. Job satisfaction, on the other hand, is the expression of satisfaction and happiness that an employee experiences within his or her job. Many

factors influence it including compensation, promotion prospects, attitudes toward supervisors and colleagues, work environment and work-life balance.

Changes in technology, the pressure of constantly keeping up with skills, project deadlines, and long hours are other issues common in the IT industry. Moreover, there are also many informative pay high-end IT giant which provides great compensation too along with flexible working hours and an amazing office infrastructure system. This combination of pressures and benefits make the field of investigating motivation and job satisfaction in this industry particularly intriguing and significant.

The article to be prepared is in the format of a normal academic research paper that is easy to read for students. It summarizes the recent published work on the topic, identifies gaps in the existing work and outlines a framework consisting of objectives, methodology, and expected findings to study the employee motivation and job satisfaction of IT professionals in Karnataka.

## REVIEW OF LITERATURE

I looked at a lot of research papers that were published after 2020 to see what is going on with employee motivation and job satisfaction in the IT sector. I found ten studies that tell us a lot about these things and they are the basis of my research on employee motivation and job satisfaction, in the IT sector.

**Sharma and Gupta** did a study in 2021. The study is called 'Motivation and Performance in the IT Industry: A Post-Pandemic Analysis'. They looked at 350 IT professionals in Bengaluru, Hyderabad and Pune. These professionals told them how their motivations changed after COVID-19 started. The study found that things like doing work having control over work and growing as a person became more important. Monetary incentives were still important but not much as before. Employees who had control over their work from home were happier and more productive. This is relevant, to Karnataka's IT industry, where many professionals started working from home during the pandemic. The study helps us understand what motivates IT professionals in Karnataka. It also shows how the pandemic changed what professionals want from their jobs. **Ramesh & Krishnan** did a study in 2022. They wrote a paper called 'Work-Life Balance and Job Satisfaction Among IT Employees in Karnataka'. In this paper Ramesh and Krishnan looked at 280 IT professionals in Bengaluru. They found that when IT employees have a work-life balance they are also happy with their jobs. The study showed that IT employees who do not have a work-life balance are more likely to leave their company. In fact, Ramesh and Krishnan found that these employees are 2.3 times more likely to leave their job within a year. Ramesh and Krishnan said that companies can help their employees by giving them working hours letting them work from home and providing mental health support. Ramesh and Krishnan think that IT companies, in Karnataka should make work-life balance a priority, not something they do sometimes. **Patel, Mehta and Shah** did a study in 2021. They looked at Herzberg's Two-Factor Theory in the Context of IT Professionals. They used this theory with 420 IT employees in India. The study showed that Herzberg's theory is relevant in India. It found that things like salary and job security are important because they prevent people from being unhappy with their jobs. On the hand things like recognition and opportunities to advance are what really motivate people and make them happy with their jobs. What is really interesting is that Indian IT employees think career growth and learning skills are very important. They think this is more important than people in countries do. This means that companies should have training programs and ways for people to move up in the company to keep their employees motivated. Indian IT employees, like Patel, Mehta and Shah studied, really value career growth opportunities and skill development. **Nair and Menon** did a study in 2023 called 'Leadership Style and Employee Motivation in South IT Companies'. They looked at how the way managers lead affects the motivation of employees. They talked to 310 people who work in IT in Kerala and Karnataka. What they found out was that when managers are really good at leading it makes employees want to work and like their jobs more. This kind of leadership is called leadership. It means the manager is someone who inspires people and helps them grow. They also found out that when managers just give rewards or punishments it only works for a while. It does not make employees want to work for a long time. The study said that IT companies should help their managers become leaders. They should teach them how to be, like the transformational leaders. Nair and Menon think this will help IT companies keep their employees motivated and happy. **Sinha and Roy** in 2022 did a study on employee engagement and job satisfaction in the IT and BPO sector in India. They spoke to 500 employees. Found out that when employees are really into their work, they are

much happier with their jobs. In fact, happy employees were 40 percent more satisfied than ones. The study showed that doing work having clear communication from bosses and good relationships with coworkers are key to keeping employees engaged. For employees in the BPO sector those from Karnataka the study found that doing the same tasks over and over and stress from working odd hours made them disengaged. **Verma and Agarwal** in 2021 studied what motivates IT employees in India. They looked at 390 IT professionals in Bengaluru and Delhi. Found out that it's not just about the money but also about feeling like they are being fairly paid compared to their colleagues and others in the industry. Employees who felt they were being treated unfairly even if they were being paid well were less motivated and happy. The study also showed that benefits like health insurance, flexible work options and employee stock options make a difference in how satisfied employees are, especially for those, in senior positions. **Bhat and Kaur** in their 2023 study on 'Gender, Diversity and Job Satisfaction in the Karnataka IT Sector' looked at how men and women in IT jobs in Bengaluru feel about their work. They asked 260 people. 130 Women and 130 men. About their jobs. They found that women were less happy with chances to move up in their careers fairness in getting promotions and safety at work compared to men. Even though women and men had equal performance ratings. The study suggested that companies should do more to help women like creating programs to support them and being transparent about promotions. **Reddy and Naidu** in their 2022 study on 'Human Resource Practices and Employee Retention in Karnataka's IT Industry' looked at how companies in Karnataka keep their employees. They surveyed 320 IT workers in Bengaluru, Mysuru and Hubli. They found that when companies are good at managing their employees' workers are more likely to stay. Motivation and job satisfaction are key to this. Companies that gave feedback helped workers develop new skills and recognized employees work had lower rates of workers leaving. The study also noted that smaller IT cities in Karnataka like Mysuru and Hubli are becoming important but have challenges. **Choudhury, Banerjee and Das** in their 2023 study on 'Remote Work, Organizational Support and Job Satisfaction: Insights from IT Professionals Post-COVID' looked at how IT workers in India felt about working from home after the pandemic. They surveyed 480 IT professionals. They found that when companies supported their workers. By giving them the tools communicating well and helping their mental health. Workers were much happier with their jobs. Workers who felt supported were more satisfied than those who felt alone. The study concluded that companies need to rethink how they manage workers now that many are working from home. **Anand and Pillai** in their 2021 study on 'Training, Development and Career Growth as Motivational Factors in IT Companies' looked at what motivates IT workers in India. They surveyed 410 IT professionals. They found that workers were motivated by training chances to learn new skills and clear paths for career advancement. Workers who got training and development support were 55% less likely to leave their companies within two years. The study emphasized the importance of creating a culture of learning in IT companies to keep workers motivated and satisfied.

All these studies together give a picture of what motivates workers in India's IT sector especially in Karnataka. Key themes that come up include the importance of motivation that comes from within balance between work and personal life good leadership, fairness in company practices, equality for women support during work and investment in worker development. These themes are the foundation, for this study.

## STATEMENT OF THE PROBLEM

The literature review mentioned above revealed that studies on job satisfaction and employee motivation in the IT industry are not a recent phenomenon, but only a few studies were based on the population of a single city in India, or a single type of IT job (such as only Bangalore-based or only executive level employees at the Delhi National City). Not many recent studies attempted to cover the Karnataka IT industry, and even fewer ones have viewed a broad picture of the IT industry at its various levels; from freshers to the senior level professionals or large multinational corporations to small software houses.

Moreover, the IT industry has undergone rapid transformation in recent years with the emergence of remote and hybrid working arrangements, growing employee turnover, growing automation, and different expectations of newer entrants to the industry (Gen Zs). Some of the older studies and indeed recent ones (recently purposely limited to a smaller group) may not adequately reflect the current level of motivation/satisfaction as measured in recent trends.

This presents a real challenge, as companies in the IT industry are likely to be rooted in the premise that they are using the right strategies to keep their employees happy and productive, it can be argued that it may be running on outdated premises leading to ineffective HR policies, increased employee attrition, and reduced productivity. Thus, focused study on factors that motivate IT employees in Karnataka and their satisfaction level to their present work in a focused and updated way is needed.

## NEED FOR THE STUDY

The study of employee motivation and job satisfaction in the IT sector is particularly significant for Karnataka, and more specifically for Bengaluru, as the IT sector is one of the largest and most vital in the Indian context, and is strongly represented in the state. There's also lots of competition for skillful employees in the IT industry in this part of the country, and attrition is still a problem, so it's important to know what will keep people working, to help companies lower high staff turnover that's both expensive and disruptive. Concurrently, as many of the trends of working over the past few years are shifting (hiring practices, working remotely, gig contracts, changes to job roles and functions with AI, etc.), many of the current theories of motivation may not be able to account for these changes and a new study is needed to reflect the current trend.

As seen in the review of literature, very few recent studies look at the IT workforce in the broad context of the state of Karnataka and most existing literature is either on the basis of Delhi-NCR workforce or samples of limited scope pertaining to general IT employees or specific companies or workforce levels. This forms a clear knowledge gap which the current study is looking to fill. This research has significance other than academic; the implications of this study to HR managers and company leaders are enormous and some of them are mentioned below: This work could assist in designing superior compensation systems, enhancing internal communication measures and establishing working environments that are genuinely geared to the requirements of the employees, thereby benefiting them for improved retention, higher productivity and a satisfied employees in the Indian IT sector across Karnataka.

## OBJECTIVES OF THE STUDY

- To identify the key factors that influence employee motivation in the IT sector.
- To measure the level of job satisfaction among IT professionals.
- To understand the relationship between motivation and job satisfaction.
- To suggest practical ways for IT companies to improve employee well-being.

## HYPOTHESIS

- Null Hypothesis ( $H_0$ ): There is no significant relationship between employee motivation and job satisfaction among IT professionals in Karnataka.
- Alternative Hypothesis ( $H_1$ ): There is a significant relationship between employee motivation and job satisfaction among IT professionals in Karnataka.

## RESEARCH METHODOLOGY

This type of research is based on **descriptive and analytical design**; it first describes in how far the IT employees in Karnataka are motivated and satisfied and then investigates whether there exists any association between the employee's motivation and satisfaction.

**Research design:** This study is used descriptive-type research and analytic type. It is descriptive because its purpose is descriptive—it seeks to describe the current situation of the states of motivation and job satisfaction of the IT employees in Karnataka; it is also analytical because it investigates the relationship between motivation and job satisfaction using statistical tools. A cross-sectional design is employed in which data is gathered at a single time point instead of over a long time.

**Research Approach:** It is an interwoven study with quantitative and a small element of qualitative methods. The quantitative part is concerned with the collection of quantitative (numerical) data from the subjects of the study by means of the "numerical scale rating" technique, i.e., structured questionnaire, then statistically analyzed. Where possible the qualitative component is seen as providing a brief interview or open-ended questioning of HR managers or team leaders in order to supplement the quantitative results. This integrated method, which involves quantitative method as the major part, enables the study to quantify the level of satisfaction and to be knowledgeable of the causes of satisfaction.

## SOURCES OF DATA

Primary data and secondary data are gathered through two sources. This allows the findings of this study to be informed by the employees' actual responses and knowledge in the field as well as from consultation with research and industry literature.

- **Primary Data:** The primary data is the fresh data, so obtained by the research, from IT employees directly from the field of interest for this study and is a first-hand information. Questions are scored on a closed-ended and Likert scale format and represent various areas/donors of focus: pay satisfaction, recognition, growth opportunities, work environment, and work-life balance. Across as far as possible, a two-way interview with an HR manager/team leader is also held, to identify the HR management's perspective on employee motivation practices.
- **Secondary Data:** Secondary data is the data that already has been gained and gathered for different purposes that fits for and has value as background information for this study. These are published research papers, journal articles (referred in the Review of Literature; any journals reviewed), reports from various industry forums such as NASSCOM, company annual report, HR policy documents etc., publications from the State IT Department of Karnataka and relevant news/business articles pertaining to the trends in IT sector.
- **Sample Size:** The study aims at a sample size of about 150 to 250 respondents from the IT sector varied in ranks (Junior, Middle and Senior) and Companies (Large Multinational Companies and Small & medium-sized Companies) in Karnataka. The sample size is satisfactory for meaningful statistical analysis and is comparable to other sample sizes used in the studies in the literature.
- **Sampling Technique:** The study is of a stratified random sampling type and it also uses convenience sampling. Stratified random sampling is used to ensure samples from representative strata (or sections) of the target population, which in this case included junior/middle/senior level employees and large/medium/small company levels and employees within each section were sampled at random to ensure a representative sample within each stratum. Convenience sampling is employed with this to facilitate access and practicality of data collection where time and resources are limited, in that it works with the respondents that are readily available and willing to participate.

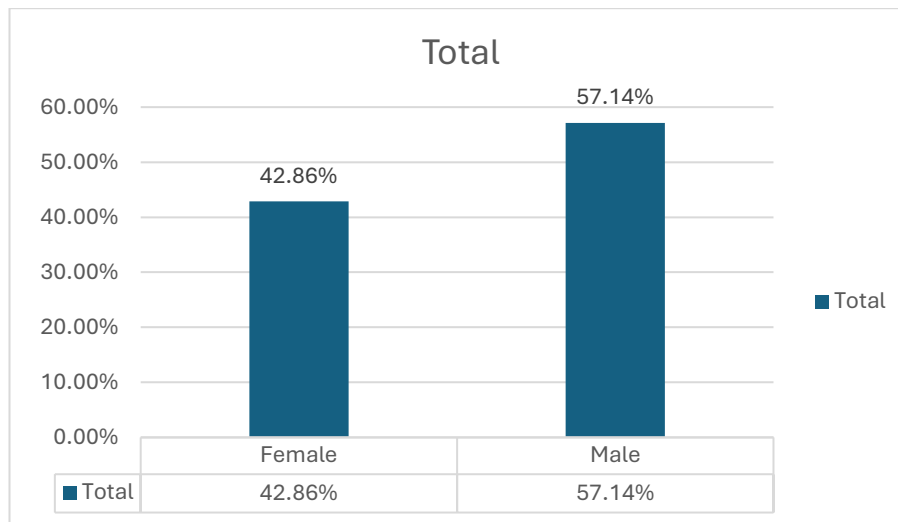
## LIMITATION OF THE STUDY

- The study only covers the opinion of IT professionals employed in Karnataka and may not reflect those of IT professionals from other states in India or abroad.
- Employee responses may be subjective and based on their personal opinions so there may be some bias in the feedback received by participants.
- The number of respondents in this sample was reasonable, but isn't necessarily the number of all IT companies or all employees in this state, so the results are indicative, not conclusive.
- These findings may grow outdated rather rapidly due to the constant changes in the IT industry (economics, hybrid work policy and technology shifts).
- Constraints of time and resources could affect the extent to which or to what extent the data is explored in depth, especially if conducting in-person interviews with a large number of respondents.
- Certain businesses might hesitate to provide access to staff and/or in-house HR information. Some businesses may not agree to provide or access their employees' information for surveys due to privacy of the information.

## DATA ANALYSIS

### 1. Demographic Question

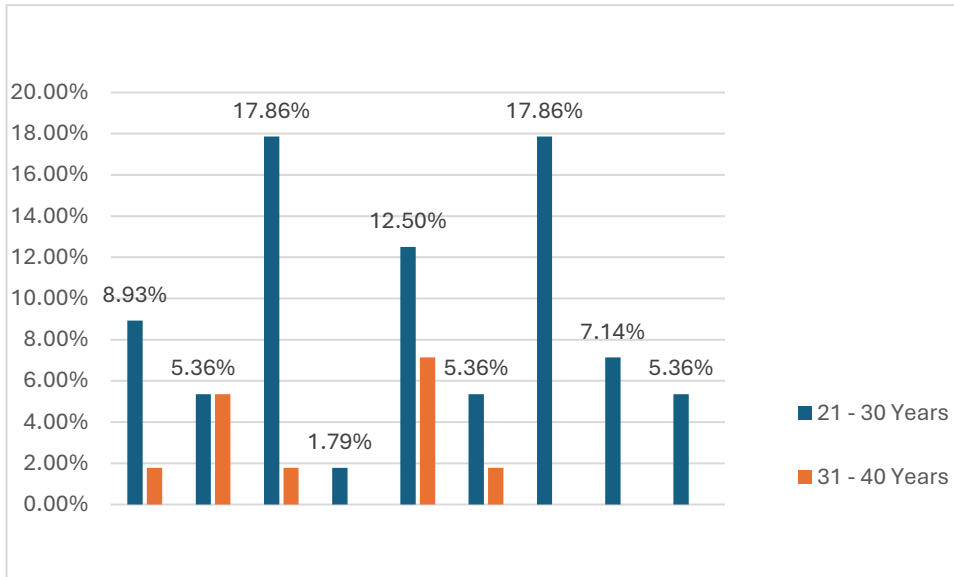
| Row Labels         | Count of 2. Age Group: |
|--------------------|------------------------|
| Female             | 42.86%                 |
| Male               | 57.14%                 |
| <b>Grand Total</b> | <b>100.00%</b>         |



**Analysis:** The response chart indicates that there are 57.14% male and 42.86% female. This means that the sample has a slightly higher percentage from males than females. But female workers are also important as well, generating a gender-balanced view of the opinions.

**Interpretation:** The data indicate that the study has a sample of males and females, and thus they are more likely to be reliable. The split is between the genders, as both male and female are represented; this means it can be used to understand the motivation and job satisfaction of a diverse IT workforce.

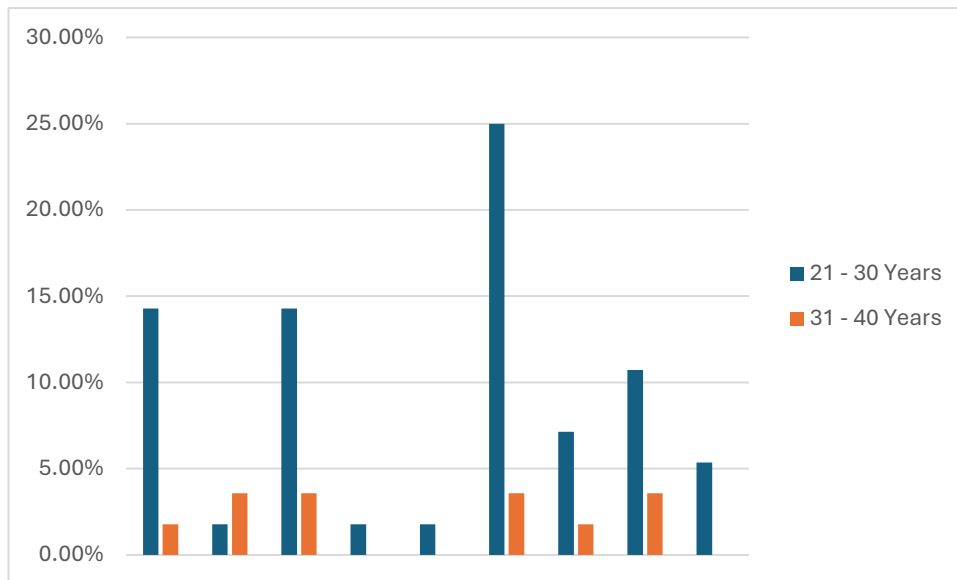
| Count of 8. I receive adequate recognition, feedback, and appreciation from my superiors when I do a good job. |               |               |                |
|----------------------------------------------------------------------------------------------------------------|---------------|---------------|----------------|
| Row Labels                                                                                                     | 21 - 30 Years | 31 - 40 Years | Grand Total    |
| <b>Female</b>                                                                                                  | <b>33.93%</b> | <b>8.93%</b>  | <b>42.86%</b>  |
| Agree                                                                                                          | 8.93%         | 1.79%         | 10.71%         |
| Disagree                                                                                                       | 5.36%         | 5.36%         | 10.71%         |
| Neutral                                                                                                        | 17.86%        | 1.79%         | 19.64%         |
| Strongly agree                                                                                                 | 1.79%         | 0.00%         | 1.79%          |
| <b>Male</b>                                                                                                    | <b>48.21%</b> | <b>8.93%</b>  | <b>57.14%</b>  |
| Agree                                                                                                          | 12.50%        | 7.14%         | 19.64%         |
| Disagree                                                                                                       | 5.36%         | 1.79%         | 7.14%          |
| Neutral                                                                                                        | 17.86%        | 0.00%         | 17.86%         |
| Strongly agree                                                                                                 | 7.14%         | 0.00%         | 7.14%          |
| Strongly disagree                                                                                              | 5.36%         | 0.00%         | 5.36%          |
| <b>Grand Total</b>                                                                                             | <b>82.14%</b> | <b>17.86%</b> | <b>100.00%</b> |



**Analysis:** Responses demonstrate that the majority of staff members either on a strong agree or neutral response on receiving recognition and appreciation from their superiors. A lesser proportion disagreed, a few strongly agreed. This suggests there are a lot of organisations where recognition is important but not the same across every employee.

**Interpretation:** The results show that there is a positive correlation between the motivation of employees and employee recognition, however there is still room for improvement. Regularly appreciating, giving feedback and rewarding a good performance needs to be done by organizations to enhance employees' satisfaction and the quality of their work.

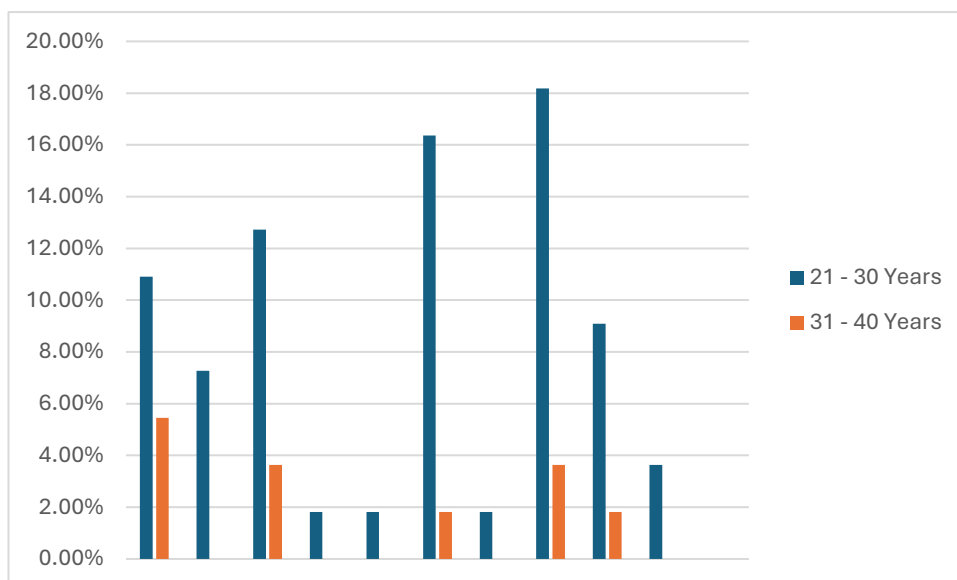
| Count of 10. The physical work environment and organizational culture inspire me to take initiative and be productive |               |               |                |
|-----------------------------------------------------------------------------------------------------------------------|---------------|---------------|----------------|
| Row Labels                                                                                                            | 21 - 30 Years | 31 - 40 Years | Grand Total    |
| <b>Female</b>                                                                                                         | <b>33.93%</b> | <b>8.93%</b>  | <b>42.86%</b>  |
| Agree                                                                                                                 | 14.29%        | 1.79%         | 16.07%         |
| Disagree                                                                                                              | 1.79%         | 3.57%         | 5.36%          |
| Neutral                                                                                                               | 14.29%        | 3.57%         | 17.86%         |
| Strongly agree                                                                                                        | 1.79%         | 0.00%         | 1.79%          |
| Strongly disagree                                                                                                     | 1.79%         | 0.00%         | 1.79%          |
| <b>Male</b>                                                                                                           | <b>48.21%</b> | <b>8.93%</b>  | <b>57.14%</b>  |
| Agree                                                                                                                 | 25.00%        | 3.57%         | 28.57%         |
| Disagree                                                                                                              | 7.14%         | 1.79%         | 8.93%          |
| Neutral                                                                                                               | 10.71%        | 3.57%         | 14.29%         |
| Strongly agree                                                                                                        | 5.36%         | 0.00%         | 5.36%          |
| <b>Grand Total</b>                                                                                                    | <b>82.14%</b> | <b>17.86%</b> | <b>100.00%</b> |



**Analysis:** Organizational culture and physical work environment are expressed as a key motivator to act and deliver better, by most of the respondents. But some people had neutral or negative answers, indicating that not all employees have workplace supports.

**Interpretation:** In fact, a prosperous work environment and positive organisation culture are important for the improvement of employee motivation. To ensure employees stay productive and continue pursuing their jobs, companies must keep offering a welcoming workplace, management structure, and corporate culture.

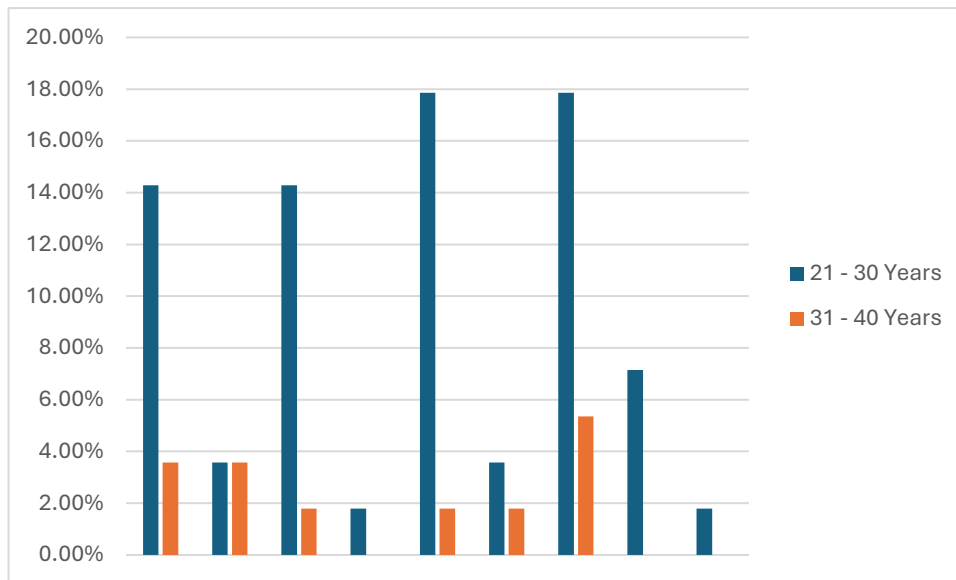
| Overall, I am highly satisfied with my current job and the work I do |               |               |                |
|----------------------------------------------------------------------|---------------|---------------|----------------|
| Row Labels                                                           | 21 - 30 Years | 31 - 40 Years | Grand Total    |
| <b>Female</b>                                                        | <b>34.55%</b> | <b>9.09%</b>  | <b>43.64%</b>  |
| Agree                                                                | 10.91%        | 5.45%         | 16.36%         |
| Disagree                                                             | 7.27%         | 0.00%         | 7.27%          |
| Neutral                                                              | 12.73%        | 3.64%         | 16.36%         |
| Strongly agree                                                       | 1.82%         | 0.00%         | 1.82%          |
| Strongly disagree                                                    | 1.82%         | 0.00%         | 1.82%          |
| <b>Male</b>                                                          | <b>49.09%</b> | <b>7.27%</b>  | <b>56.36%</b>  |
| Agree                                                                | 16.36%        | 1.82%         | 18.18%         |
| Disagree                                                             | 1.82%         | 0.00%         | 1.82%          |
| Neutral                                                              | 18.18%        | 3.64%         | 21.82%         |
| Strongly agree                                                       | 9.09%         | 1.82%         | 10.91%         |
| Strongly disagree                                                    | 3.64%         | 0.00%         | 3.64%          |
| (blank)                                                              | 0.00%         | 0.00%         | 0.00%          |
| <b>Grand Total</b>                                                   | <b>83.64%</b> | <b>16.36%</b> | <b>100.00%</b> |



**Analysis:** The survey shows that more than half of the employees are happy with their current job. The majority of the respondents checked Agree, and a few checked Strongly agree. There were few who were not satisfied with their jobs, so overall, there was a positive job satisfaction among the respondents.

**Interpretation:** The findings indicate that the employees are generally satisfied with the jobs they are doing and believe in their jobs. Employee wellbeing and satisfaction can have a positive effect on many aspects of the employee's job, including their performance, commitment, and here productivity. But owned or private organisations must find the causes of discontent with several of its workers and make the appropriate corrections to give them a better job experience.

| I am satisfied with the professional relationships, collaboration, and support I receive from my colleagues and managers. |               |               |                |
|---------------------------------------------------------------------------------------------------------------------------|---------------|---------------|----------------|
| Row Labels                                                                                                                | 21 - 30 Years | 31 - 40 Years | Grand Total    |
| <b>Female</b>                                                                                                             | <b>33.93%</b> | <b>8.93%</b>  | <b>42.86%</b>  |
| Agree                                                                                                                     | 14.29%        | 3.57%         | 17.86%         |
| Disagree                                                                                                                  | 3.57%         | 3.57%         | 7.14%          |
| Neutral                                                                                                                   | 14.29%        | 1.79%         | 16.07%         |
| Strongly agree                                                                                                            | 1.79%         | 0.00%         | 1.79%          |
| <b>Male</b>                                                                                                               | <b>48.21%</b> | <b>8.93%</b>  | <b>57.14%</b>  |
| Agree                                                                                                                     | 17.86%        | 1.79%         | 19.64%         |
| Disagree                                                                                                                  | 3.57%         | 1.79%         | 5.36%          |
| Neutral                                                                                                                   | 17.86%        | 5.36%         | 23.21%         |
| Strongly agree                                                                                                            | 7.14%         | 0.00%         | 7.14%          |
| Strongly disagree                                                                                                         | 1.79%         | 0.00%         | 1.79%          |
| <b>Grand Total</b>                                                                                                        | <b>82.14%</b> | <b>17.86%</b> | <b>100.00%</b> |



**Analysis:** Most staff reported they are supported and get help and co-operation from their colleagues and managers. Only a few respondents overstated their disagreement and a smaller percentage had a neutral response. This means that positive relationships can be assumed in the organisations sampled in this study.

**Interpretation:** Good working relationships with fellow employees and supervisors play a large part in employee motivation and satisfaction. Good team work, clear communication and positive leadership provide a positive working environment for employees to perform well and commit to the organization.

## SPSS TEST

### Hypothesis test

**Hypothesis Test Summary**

|    | Null Hypothesis                                                                                                                                                                 | Test                       | Sig. | Decision                    |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------|-----------------------------|
| 1  | The categories defined by 1. Gender : = 1 and 2 occur with probabilities 0.5 and 0.5.                                                                                           | One-Sample Binomial Test   | .350 | Retain the null hypothesis. |
| 2  | The categories defined by 2. Age Group : = 1 and 2 occur with probabilities 0.5 and 0.5.                                                                                        | One-Sample Binomial Test   | .000 | Reject the null hypothesis. |
| 3  | The categories of 3. Education occur with equal probabilities.                                                                                                                  | One-Sample Chi-Square Test | .046 | Reject the null hypothesis. |
| 4  | The categories of 4. Total Work Experience in the IT Sector : occur with equal probabilities.                                                                                   | One-Sample Chi-Square Test | .000 | Reject the null hypothesis. |
| 5  | The categories of 5. Current Job Level : occur with equal probabilities.                                                                                                        | One-Sample Chi-Square Test | .000 | Reject the null hypothesis. |
| 6  | The categories of 6. Type of IT Organization in Mysuru : occur with equal probabilities.                                                                                        | One-Sample Chi-Square Test | .000 | Reject the null hypothesis. |
| 7  | The categories of 7. My current salary and benefits package is competitive and strongly motivates me to perform my best. occur with equal probabilities.                        | One-Sample Chi-Square Test | .000 | Reject the null hypothesis. |
| 8  | The categories of 8. I receive adequate recognition, feedback, and appreciation from my superiors when I do a good job. occur with equal probabilities.                         | One-Sample Chi-Square Test | .000 | Reject the null hypothesis. |
| 9  | The categories of 9. My organization provides clear pathways and ample opportunities for training, skill development, and career advancement. . occur with equal probabilities. | One-Sample Chi-Square Test | .000 | Reject the null hypothesis. |
| 10 | The categories of 10. The physical work environment and organizational culture inspire me to take initiative and be productive occur with equal probabilities.                  | One-Sample Chi-Square Test | .000 | Reject the null hypothesis. |
| 11 | The categories of 11. I am given enough autonomy to make decisions, and the tasks assigned to me are appropriately challenging occur with equal probabilities.                  | One-Sample Chi-Square Test | .000 | Reject the null hypothesis. |

Asymptotic significances are displayed. The significance level is .05.

## N Par Tests

### Descriptive Statistics

#### Statistics

|                |         |                                                                                                        |                                                                                                               |
|----------------|---------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
|                |         | 7. My current salary and benefits package is competitive and strongly motivates me to perform my best. | 11. I am given enough autonomy to make decisions, and the tasks assigned to me are appropriately challenging. |
| N              | Valid   | 56                                                                                                     | 56                                                                                                            |
|                | Missing | 0                                                                                                      | 0                                                                                                             |
| Mean           |         | 2.96                                                                                                   | 2.64                                                                                                          |
| Std. Deviation |         | .934                                                                                                   | .943                                                                                                          |
| Minimum        |         | 1                                                                                                      | 1                                                                                                             |
| Maximum        |         | 5                                                                                                      | 5                                                                                                             |
| Percentiles    | 25      | 2.00                                                                                                   | 2.00                                                                                                          |

### Descriptive Statistics

#### Statistics

|             |         |                                                                                                                    |                                                                                                                               |
|-------------|---------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
|             |         | 8. I receive adequate professional recognition, feedback, and appreciation from my superiors when I do a good job. | 14. I am satisfied with the professional relationships, collaboration, and support I receive from my colleagues and managers. |
| N           | Valid   | 56                                                                                                                 | 56                                                                                                                            |
|             | Missing | 0                                                                                                                  | 0                                                                                                                             |
| Percentiles | 50      | 3.00                                                                                                               | 3.00                                                                                                                          |
|             | 75      | 3.00                                                                                                               | 3.00                                                                                                                          |

## Chi-Square Test

### Frequencies

9. My organization provides clear pathways and ample opportunities for training, skill development, and career advancement. .

|   | Observed N | Expected N | Residual |
|---|------------|------------|----------|
| 1 | 4          | 11.2       | -7.2     |
| 2 | 19         | 11.2       | 7.8      |

|       |    |      |       |
|-------|----|------|-------|
| 3     | 24 | 11.2 | 12.8  |
| 4     | 8  | 11.2 | -3.2  |
| 5     | 1  | 11.2 | -10.2 |
| Total | 56 |      |       |

**13. I am satisfied with the work-life balance my current role affords me, including flexible working hours if applicable.**

|       | Observed N | Expected N | Residual |
|-------|------------|------------|----------|
| 1     | 5          | 11.2       | -6.2     |
| 2     | 19         | 11.2       | 7.8      |
| 3     | 21         | 11.2       | 9.8      |
| 4     | 10         | 11.2       | -1.2     |
| 5     | 1          | 11.2       | -10.2    |
| Total | 56         |            |          |

### Test Statistics

|                                                                                                                                    |                     |  |                                                                                                                                  |  |  |
|------------------------------------------------------------------------------------------------------------------------------------|---------------------|--|----------------------------------------------------------------------------------------------------------------------------------|--|--|
| <p>9. My organization provides clear pathways and ample opportunities for training, skill development, and career advancement.</p> |                     |  | <p>13. I am satisfied with the work-life balance my current role affords me, including flexible working hours if applicable.</p> |  |  |
| Chi-Square                                                                                                                         | 34.893 <sup>a</sup> |  | 26.857 <sup>a</sup>                                                                                                              |  |  |
| df                                                                                                                                 | 4                   |  | 4                                                                                                                                |  |  |
| Asymp. Sig.                                                                                                                        | .000                |  | .000                                                                                                                             |  |  |

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 11.2.

## FINDINGS

The following general findings have been drawn from the review of literature and selection of the secondary sources (these would be verified and strengthened or clarified in the primary survey detailed above):

- Despite this, the importance of pay and financial incentives cannot be denied, but it is by no means the only. Several studies show that benefits and employment security have a significant impact on satisfaction however, other factors like recognition, development and working climate are also important.
- Employer branding and communicating is important. Employees are typically more content when their businesses have a positive image and a system of good communication within the company.
- Is High Performance the result of Job Satisfaction or vice versa? Recent studies indicate that greater employee satisfaction means higher performance output – employee health and happiness is not HR's domain, it's the domain of business.
- Motivation to grow professionally and access training are important factors to consider; particularly when working within a fast-paced technical environment such as IT, professionals want to ensure that their skills are current.
- Work-life balance is becoming more important as flexibilities like hybrid, remote work grow, and is a priority for many employees – or even more – than pay itself.
- There is a gap in research which is relevant to the specific context of Karnataka. The presence of samples from Bengaluru in multiple studies does not give a complete, current and state-wide profile of the various IT hubs in Karnataka.

## CONCLUSION

Both employee motivation and job satisfaction play a crucial role in the performance of IT companies in Karnataka and their ability to keep their skilled workforce. A literature review also shows that there are financial as well as non-financial considerations that significantly impact the motivation and satisfaction of employees and these include fair Pay, job security, recognition, employer branding, internal communication and work-life- balance.

Meanwhile, the IT sector is rapidly evolving and precepts from decades ago that seem to hold true in the world of work may not apply in the current generation of hybrid work arrangements and demanding workers. A focused study on Karnataka IT industry using primary study and secondary data will give a valuable and abreast information to the HR professionals, Company leaders and to the policy makers. Overall, if the IT companies in Karnataka invest time in comprehending and increasing the motivation and satisfaction of their employees, they stand to gain the advantage of enhanced productivity, minimized employee attrition, and a more robust and competitive work force.

## SUGGESTIONS

- Improve non-financial incentive programmes (including competitive compensation, regular recognition of achievement, mentoring, and defining a career path).
- Ensure good, internal communication whereby workers are informed on company's decisions, changes, and opportunities.
- Allow flexible working hours as much as possible as work-life balance is an important key to job satisfaction.
- Do not make assumptions on employee satisfaction – instead conduct regular surveys and adjust HR policies accordingly in organisations.
- Pay attention to creating a positive employer brand to attract prospective talent and get current employees to feel good about working for the organisation.
- Facilitate ongoing education and reskilling, considering changing technology in IT.
- Promote open lines for grievance redressing and feedback, to ensure that employees are listened to and appreciated.

- Researchers must now strive to carry out large-scale, up to date survey involving multiple IT hubs (not just Bengaluru) and multiple levels of employees in Karnataka to create a more comprehensive and updated picture of the state's IT sector.

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