

**EKA UNIVERSITY OF APPLIED SCIENCES**

Study Programme “Business Administration”

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**JOB SATISFACTION AND EMPLOYEE  
ENGAGEMENT PRACTICES IN IT  
SECTOR IN INDIA**

**Master’s Thesis**

Adviser:

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**Riga 2020**

## Final Paper Evaluation Form

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## ANNOTATION

**Sai Priyanka Polareddy.** Master's thesis. Job satisfaction and Employee engagement practices in IT Sector in India. -Riga. EKA University of applied sciences, Masters study program, "Business Administration", 2020.

The Master's thesis is written in English. The length of the paper is 82 pages (not including appendices). The paper consists of Introduction, Analytical literature review, Results, Conclusions and Recommendations and Bibliography. It comprises 25 tables and 6 figures. Bibliography consists of resources such as books, scientific papers and electronic references.

**Research relevance:** In the 15 million employees out of 100 per cent only 20 per cent of employees has satisfaction in their jobs in IT sector in India.

**Research goal:** The goal of the master's thesis is based on the Job satisfaction and Employee engagement practices in IT Sector in India by analyzing the effectiveness of stress relief programs in the information technology sector, which leads to increased capacity with increased competition and employee satisfaction.

**Research methods:** Descriptive statistics, Alpha Cronbach Analysis, Case study.

**Main findings:** The analysis showed that various factors responsible for employee satisfaction, such as: Organizational development factors, work safety factors, work-related factors, conditions of remuneration, benefits and offers that guarantee employee satisfaction, such as promotions and rewards. This report also explores many ways to improve employee satisfaction and employee engagement practices in organizations which helps the employees to release stress, anxiety and results to excellent commitment in their work.

## ANOTĀCIJA

**Sai Priyanka Polareddy.** Maģistra tēze. Darba apmierinātība un darbinieku iesaistes prakse NOZARĒ, kas atrodas Indijā. - Rīga. EKA Lietišķo zinātņu fakultāte, maģistrantūras studiju programma, "Biznesa administrācija", 2020. gads.

Maģistra disertāciju raksta angļu valodā. Papīra garums ir 82 lapas (neieskaitot papildinājumus). Šajā dokumentā ietilpst ievads, analītiskās literatūras pārskats, rezultāti, secinājumi un ieteikumi un bibliogrāfija. Tajā ir 25 tabulas un 6 skaitļi. Bibliogrāfija sastāv no tādiem resursiem kā grāmatas, zinātniskie dokumenti un elektroniskas atsauces.

**Pētniecības nozīme:** 15 miljonos darbinieku no 100 procentiem tikai 20 procenti darbinieku ir apmierināti ar darbu ŠAJĀ nozarē Indijā.

**Pētniecības mērķis:** maģistra tēzes mērķis ir balstīts uz Darba apmierinātības un Darbinieku iesaistes praksi ŠAJĀ nozarē Indijā, analizējot stresa mazināšanas programmu efektivitāti informācijas tehnoloģiju nozarē, kas palielina kapacitāti, palielinot konkurenci un darbinieku apmierinātību.

**Pētniecības metodes:** aprakstošā statistika, Alpha Cronbach analīze, lietu izpēte.

**Galvenie konstatējumi:** analīze liecina, ka dažādi par darbinieku apmierinātību atbildīgi faktori, piemēram, organizatoriskās attīstības faktori, darba drošības faktori, ar darbu saistīti faktori, atalgojuma nosacījumi, pabalsti un piedāvājumi, kas garantē darbinieku apmierinātību, piemēram, paaugstinājumi un atalgojums. Šajā ziņojumā ir aplūkoti arī daudzi veidi, kā uzlabot darbinieku apmierinātību un darbinieku iesaistes praksi organizācijās, kas palīdz darbiniekiem atbrīvot stresu, raizes un rezultātus no izcilām saistībām darbā.

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## INTRODUCTION

India is one of the Information Technologies (IT) largest exporter in the modern world economy. The IT department in India has done critical work and transformed the image of a moderate and mobile bureaucratic economy into a real business vision and a global player offering innovative solutions and world-class business management.

According to Indian statistics, the IT employees are total of 15 million people. In the 15 million employees out of 100 per cent only 20 per cent of employees has satisfaction in their jobs. To overcome the issues, the author of the thesis explains the main constraints which impact employee satisfaction in their jobs. In this research the author identified the factors of dissatisfaction some of them are very few job opportunities in their career growth, recognition issues, biased work environment and bad relationship in the work and author of the thesis explains how employee engagement practices changes employees positive attitude in their personal and professional career life.

Employee satisfaction describes whether employees are satisfied, feel good and meet their needs in the workplace. Numerous estimates confirm that if a satisfaction of employees leads to encourages employees to achieve their goals and has a positive spirit at work. Employee satisfaction is the relationship between employees' optimistic attitudes toward work and the workplace. This thesis analyzes the various factors responsible for employee satisfaction, such as: Organizational development factors, work safety factors, work-related factors, conditions of remuneration, benefits and offers that guarantee employee satisfaction, such as promotions and rewards. This report also explores many ways to improve employee satisfaction and employee engagement practices in organizations which helps the employees to release stress, anxiety and results to excellent commitment in their work.

To overcome these issues of employees, there should be development in the employee engagement programs in all the organizations. The employees who are engaged in the engagement programs gives satisfaction and performance in their jobs. The programs should be carried out by human resource manager who deals with the employees which benefits both organization and employee development.

**Object of Research:** Organizational stress relief management programs in IT sector.

**Subject of Research:** The relationship between stress relief programs and employee job satisfaction in competitive IT sector.

The **Aim** of this report is to analyze the effectiveness of stress relief programs in the information technology sector, which leads to increased capacity with increased competition and employee satisfaction.

To achieve this objective, the following **tasks** are prepared:

1. To analyze the literature review
2. To Analyze organizational ethical behavior in relation to job satisfaction and employee engagement practices.
3. To know technical information in the Indian IT sector by means of survey, interviews and book reviews.
4. Analysis of the behavioral needs of the employee engagement for the satisfaction of the employees in the information technology sector.
5. To decide on data collection method and data analysis method
6. To frame Hypothesis.
7. To analyses the results and provide conclusion and recommendation.

### **Hypothesis**

- a) Ho1: There is no association between a leader's behavior and Employee Engagement  
Ha1: There is an association between the leader's behavior and Employee Engagement
- b) Ho2: There is no association between Job Satisfaction and Employee Engagement  
Ha2: There is an association between Job Satisfaction and Employee Engagement
- c) Ho3: There is no association between demographic factors and Employee Engagement  
Ha3: There is an association between demographic factors and Employee Engagement

**Methodology:** For the purpose of this master thesis, the author chose qualitative and quantitative research methods. As data was collected using online survey, semi structured interview and case study analysis. In quantitative analysis, mean and standard deviation, chi square, alpha Cronbach's analysis and in qualitative, content analysis was done.

**Novelty:** The commitment of India's IT industry to financial advancement has been very huge. The quickly extending financial foundation has demonstrated to be of incredible use in supporting the development of Indian data innovation industry. The thriving Indian economy has assisted the IT part with maintaining its intensity in the worldwide market. The IT and IT empowered administrations industry in India has recorded a development pace of 22.4% in the

last financial year. The all-out income from this division was esteemed at 2.46 trillion Indian rupees in the financial year 2007. Out of this figure, the local IT advertise in India represented 900 billion rupees. Thus, the IT area in India has assumed a significant job in bringing remote assets into the household advertise.

With such an important contributing organization the human resource is its key to further development. The employee engagement programs can make this valuable resource more effective. The author of the master thesis found this topic to be of immense importance at this hour in organization.

**Theoretical and practical importance:** The present generation has a lot of Multinational companies and they are facing tremendous economic gain in India, but employee is facing stress which leads to mental illness or chronic diseases. To overcome this problem, human resource is the important back bone of the IT sector, they need to manage the IT sector. This is important topic for the thesis, and we need to pay attention for its improvement. This is possible only via research.

# **1. ANALYTICAL LITERATURE REVIEW**

## **1.1. Human Resource Management-theoretical framework**

The management of human resources changes a lot these days. Human Resources Management (HR) creates a management structure that ensures the efficient and effective use of human resources to achieve hierarchical objectives. Jelle Visser (2006) says whether we are a member of a large organization of 10,000 people or a small non-profit office of ten people, employees must be recruited, selected, trained and monitored successfully. The employees must be motivated correctly and effectively which have greater benefits and an adequate and appropriate staff structure should also meet various legitimate needs. If we have a situation where the workforce is constantly changing, the rights and needs of leaders are also changing which results to changes in new modified and developed personnel management methods.

The officials in Human Resources Department in an organization will not only responsible for salary, structuring policies and training activities. If HR is an important element of top successful organizations, we need to think about great about HR management as well because it is required. Every organization goal should focus on hardworking, genuine, creative employees who develops the organization should always be rewarded.

Based on (John Středwick 2005) "Introduction to Human Services", the core of social work was founded in the 19th century with early intervention by social reformers such as Lord Shaftesbury and Robert Owen. They are concerned about the use of factory employees, which emphasize their health conditions and living standards. From the beginning, the focus has been on working conditions, employees started to believe that if all the positions of employees are treated as one and rewarded fairly the output of the employees leads to excellent job performance.

Strategic human resources management (Fairbrother, Hammer 2005) refers to the use of employees to make or maintain profits. Refer figure 1 shows the components that influence strategic HR management. Since business techniques affect human resource plans and strategies, the resolution of human resource issues must be part of the strategic process. It may be necessary to identify suitable superiors with current representatives or to evaluate strategic alternatives based on the current hierarchical capacity of human resources. HR managers must explore the country to determine the new skills which are available and not available. Similarly,

human resources specialists should be able to assess the perspective period in the event of a shortage or surplus.

Human resources must be linked to the strategic implementations that affect and are impacted by individuals.

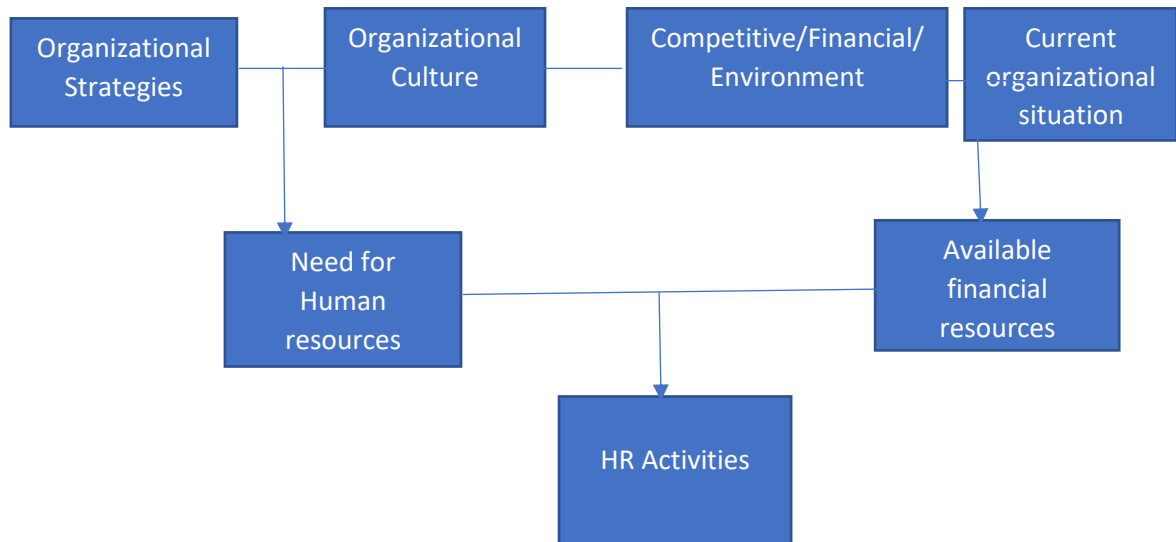


Figure 1. Strategic HR Management process (Source: Author's collection)

As we can see in the above figure, the equal employment, recruiting and selection, development of HR and their pay and benefits and also the employees performance and relations between the employees comes under activities of HR which makes organizations in place in a better position.

According to the book on the foundations of human resource management, the employees are the property of a company says (Hollenbeck et al. 2016). Human resources are an important tool for the organization, as well as the knowledge, skills, experience, preparations, and relationships that it provides to employees. Considering employees in every field, for example software, hardware or any other departments the employees needs experience, talent and training. This shows how employees play a role in companies success or failure. By considering who works for the company and how these employees work, human resource management therefore contributes a basic measure of an organization's performance such as quality, profitability, and customer satisfaction.

Human resource management is critical in the success of organization, because human capital has certain characteristics that make it important. When it comes to business strategy, an organization can be successful if it has competitive advantage (slightly better than its

competitors and should see how long the company can hold the competitiveness). So, we can say that communities need resources to give them such an advantage. Human resources have the following important characteristics (Noe et al. 2016).

Human resources are important. High-quality people offer a necessary service as they carry out numerous critical features and they're uncommon in the sense that an individual with higher levels of the necessary skills and understanding is not common. An organization might spend several weeks searching for an experienced and talented manager perhaps technician, that shows how human resources ought to work as high performing opponents, we will have to discover which people are actually providing the advantage and then and how we will have recruiting others which can easily do exactly the exact same thing and then set up the models which make it possible for those individuals to imitate the competitor of ours and human resources have few great substitutes. When individuals are well trained and extremely motivated, they discover, build the abilities of theirs, and care about clients. It's tough to envision another resource that can match committed and talented workers.

These characteristics imply that human resources has potential that is great. An organization knows the possibility through the ways it methods human resource management. As it was also stated in the guide of Fundamentals of HRM (Hollenbeck et al. 2016), the real management of human resources can develop the basis of a high-performance work system - a company where technology, organizational framework, individuals, and procedures work together seamlessly to make a group an edge in the competitive atmosphere. As technology changes the reasons groups manufacture, transportation, speak, and keep monitor of info, human resource management should ensure that the company has the right sorts of individuals to meet the unique challenges. High-performance work devices also have been important in making organizations strong adequate to weather the storm of the latest recession and stay profitable as the economy gradually starts to grow once again. Maintaining a high-performance work system can include the improvement of training plans, recruitment of individuals with brand new skill sets, as well as the establishment of incentives for such behaviours as teamwork, versatility, and learning. In the following techniques, we are going to see several of the changes which human resource managers are planning for.

The writer of the thesis describes employee control that is a part of HRM capabilities, Employee management is a crucial component features of human resource management where the director will, consequently, use various components to efficiently deal with the team of his. These structures might provide information or perhaps various other features of human resource

control. The job of human resources is managing tasks as well as give the administration, support, and advice on all of the matters associated with the association 's staff members. The human resources department manages business tasks which include inspiration advice that ends in a good response from individuals to organizations.

The feature guarantees that HR methods, policies and practices are created as well as maintained that cater to all related to the employment, well-being and development of individuals and the associations which are present between managing as well as the workforce. It plays a significant part in the development of an environment that allows individuals to create the most effective use of the capacities of theirs, to understand the potential of theirs to the gain of both the group and themselves as well as, by boosting the quality of working life, to attain pleasure through their business Increasingly the job of the HR function is seen to be business-oriented - leading to the accomplishment of suffered competitive advantage. But among the problems explored by (Keegan, Francis 2006) is the tendency for a focus on company performance results to obscure the benefits of employee wellbeing. They quote the perspective of (Brockbank, Ulrich 2005) that caring, listening to, and responding to workers is still a centerpiece of HR work. The HR function, as well as its members, should be conscious of the ethical dimensions of the work of theirs (Armstrong 2009).

## **1.2. Job satisfaction**

Job satisfaction is essentially a state of good enthusiasm which derives from the evaluation of expert meetings. (Landsma 2003) states dissatisfaction happens when desires aren't happy. For instance, if a worker expects safe and clean working conditions, the worker will probably be let down if the work environment is actually risky and dirty. Often mentioned job satisfaction levels consist of work, salary, promotional offers, co-workers and supervision. Job satisfaction appears to be a bit delayed and components of the connection between employees as well as administrators had been mentioned.

### **Human resources and job satisfaction**

Human Resource is a method which offers employee satisfaction based on the work of theirs in a variety of aspects (Bekru, 2017 ; Ting et al. 1997). Additionally, many researchers found that human resource habits were a good dedication to employee satisfaction at a variety of levels of the business, that elevated worker presentation. (Gould 2003) conducted a survey of regional government groups in the United Kingdom (UK) to look at explicit human resource habits.

After the survey, it was discovered that human resources are making a good contribution to increasing trust and job satisfaction in the workplace. Accountability, determination, organization and implementation can help achieve the goals of theirs. Managers should consider human resources as a technology which improves working conditions and also strengthens scans (Absar 2010), there are a few observational studies of human resource habits and work satisfaction in segments that are different, and we're analyzing in-depth the effect of human resources on numerous issues like overall performance, engagement, dedication (Aman et al. 2014).

### **Job satisfaction and employee results**

The connection between job satisfaction as well as employee overall performance is a crucial feature of organizational psychology. Being a result, numerous scientists have attempted to exhibit the website link between job satisfaction as well as employee overall performance in various sectors stated by (Judge 2001). The connection between the outcome and work attitudes of employee behaviour is an intriguing place state (Harrison 2006 ; Schleicher 2004). Job satisfaction is the sensation of becoming an employee (Smith 1969). In the past, work satisfaction has the feeling which workers must be curious to work. After the brief as well as (Weiss 2002) could be assessed by employees' emotions and working conditions. On the flip side, (Campbell 1993) believed that the effectiveness of the effort is the behaviour of the workers during the performance of theirs of his work to attain organizational goals. (Arthur, Huffcutt 1994), points out that the company focuses on the overall performance of the employees of its, which is thought the most crucial technique to attain in the Organization. The definition of performance must concentrate on the behaviour of staff members and not on the overall performance of the organization. (Campbell 1990) talked about that efficiency is the observed behaviour of workers in the tasks of theirs and the results. Being a result, (Gosselin 2005) describes which job satisfaction is a crucial element which has a beneficial effect on employee efficiency. Many empirical scientific studies have been carried out to look at the impact of job satisfaction on worker performance as well as to evaluate the impact of job satisfaction on a different reliant variable like engagement, loyalty.

Role of job satisfaction between human energy strategies as well as employee performance, the writer of the master thesis clarified the job of job satisfaction between methods of human energy and employee efficiency.

Job satisfaction has a good impact on worker behaviour. (Rothenberg 2017) believed that the outcomes lead to employee engagement, trust, productivity, and more accountability, in addition to turnover, incidents, complaints, absences. and delays (Khan 2016) believed that Job satisfaction guarantees good involvement in the exposure of employees through temporary labour.

The company provides different techniques in the area of personnel, for example: enhance pay as well as benefits, improvement plans, selection and motivation of workers to boost the overall performance of an employee. (Koedel 2017) reported that if the workers aren't happy, the work performance is going to be lowered. Human capital methods are therefore an issue of job satisfaction that motivates staff members to boost the exposure of theirs. As a result, (Nabi et al. 2017) claimed that administrators should carefully monitor the programming technique to boost pleasure and that results in workers to do a great deal of work. In-depth analysis confirms the good link between human resource management methods as well as the overall performance of job satisfaction in various parts of the business.

The benefits of enhancing work pleasure by the human capital of the company are regarded as a remarkable resource, and this particular benefit shouldn't be negotiated. The commitment of good employees is crucial for the constant progress of the company. In the event of a fiscal crisis, lots of workers plan to leave the business because of budget cuts. Despite this immediate need, an organization can acknowledge the necessity for decisive and concrete progress to boost employee satisfaction with the engagement of theirs. Overall, the most talented individuals can leave the group to inspire immediate action.

(Lathan, Locke 1976) say whether the supervisory and management staff can increase the potential, benefits and creativity to the employee 's scans to rise in organization performance. The strength of the company rests on motivated workers and it's been determined that a greater amount of job satisfaction is attained by having employment programs at the office.

The usefulness of a company depends mostly on the job of employee Satisfaction. This won't just impact probably the most severe personnel, and also greatly improves the feeling of organizational division as well as employee duty. (Harter 2002) says these motivating thoughts about the dynamics of workers are the main objective of specific and if the workers feel responsible they won't ever leave the present business to another.

The demand for job satisfaction isn't just linked to employee exposure additionally, it lowers the conflicts as well as tensions between employees triggered by the work in the office. Also,

it's been found that job satisfaction is directly and categorically associated with the work of the business. Work lack and pressure of attention in the business specifically linked to employee dissatisfaction.

A good workplace is a place of work which inspires employee pride of course if the employee happy in the organisation they do not care about the fiscal issues of the business. This states that there's no loss to the group to offer employee engagement programs which assist to boost the pleasure amounts of increase and employees in the overall performance and reduction in the worker turnover rates (Harter 2002).

Several of the signs utilized to boost work satisfaction are a growth opportunity, an outstanding benefits package, Manager as a mentor, sound business, appreciation, providing very best online resources, originality, group values as well as ethics.

If an organization offers the growth opportunities for each employee in all of the departments, the employee 's feel demanding and work for professional development and not just salary fulfils the staff members, it must have benefits that are many as vacations, tours, gym packages and so on that make employees refresh as well as rewards their health conditions. So the group must give these sorts of advantages for the personnel and if the supervisor was a role model to the personnel the choices he takes, all of the workers in the company respect them and follow the orders of his (Harter 2002).

When the workers are viewed same with respect as well as their jobs are appreciated the workers will be the organizational as household which raises the worker performance and if necessary tools are provided by the organization and materials the workers don't have to be worried about anything that raises the work product and also improves the job satisfaction.

The group ought to tune in and promote the new ideas which inspire them to create managers and ideas great must have trust in workers so they explore various opinions which could produce the group amount as well as employee future.

Several of the options to improve project satisfaction that every business must follow are optimistic labour way of life, incentive, recognition and appreciation, employee participation, enhancement in employee techniques as well as evaluation of job satisfaction.

(Harter 2002) states Positive labour culture is the main concern every employee has now, to produce the good work culture the supervisor must check out what motivates the employees that are only what workers care a great deal and must fulfil them. Several of the examples are

offering discounts, employee cash back plans. Workers believe the loyalty about the determination which they're receiving from the business.

The recognition of workers, general performance appreciation, celebrations in the office by friends and family and rewarding the workers leads to higher worker satisfaction and in the decision-making method the supervisors ought to think about all of the suggestions of staff members which raises them to think creatively if the managers aren't caring the worker terms, the worker won't show the interest to talk and this is the disadvantage for the business so every employee suggestions matters.

By offering the ability test to other workers they are going to know what they're missing and the staff members can work on it to boost the performance. If the company supplies several programs which will be a little more appreciable for workers which leads to rising in loyalty and also the assessment of workers before and after engagement must be carried by utilizing a survey, the results must be noted continuously. The results suggest the group about the employee shortage of interest, inspiration and the group will know whether they have to modify the engagement programs. If the employee was driven and educated the satisfaction benefits are going to be remarkable. The businesses must offer probably the best programs which help the workers to job satisfaction.

### **1.3 Employee Engagement**

The organization must also focus on employee engagement which will help the worker to have a wonderful place. Employee engagement requires the passion and seriousness of workers, that should do their utmost to the business. It's the determination and ability of workers to produce an optional attempt to make certain the good results of the business.

Commitment is discussed by staff members that concentrate on the group and are convinced of the motivation of theirs, which goes much beyond what's necessary for outstanding customer satisfaction. If the worker takes engagement plans, it cannot be much more apparent, workers are going to decide exactly how they work and show the strengths of theirs for the business. With personnel that feel driven by the work of theirs, they adopt a customer-oriented methodology, monitor the last destination of the business and are configured to make the contribution of theirs to the good results of the business.

At the stage when employees care - whenever they are actually 'engaged', discretionary effort is utilized by them. The workers stay behind to finish the task finished and feel accountable for it and constantly stand for the organization of theirs since they're happy to be a portion of it,

they find out answers for problems and make ideas to improve; the workers are drawn in with the association of theirs and they also give it a second concept.

Employee satisfaction shows how happy or perhaps unsatisfied the workers are. It's not the amount of inspiration, passions or contributions but for several workers, it's the procedure of collecting controls which are followed to optimize the quantity of work they could be done. As our society concentrates on raising employee satisfaction, performance enhancements don't develop as a consequence of the change.

Employee engagement and work satisfaction are legally connected. Job satisfaction can be used to evaluate employee engagement. the relationship between business results, employee engagement, and job satisfaction that was defined by (Harter 2002), employee engagement is connected to the person workers whereas satisfaction was about joy at the workplace. beneficial labour way of life, teamwork with co-workers, acknowledgement and job situations are distinguished as significant characteristics of job satisfaction. (Erickson 2005) stated that if the worker was happy from engagement the staff members will be dedicated, faithful to the business - attributes probably that most organizations have estimated for a quite a while. Engagement is all about energy and tasks which make them prepared to contribute themselves for the group to be successful. (Newman 2010) states Engagement means inclusion and enthusiasm while job satisfaction simply indicates happiness.

The writer describes why employee engagement is necessary for organizations, you will find numerous good results for the organization from engaged employees. The results are incredible, the employee experience busy, they've control over themselves which will help to handle the situations as well as (Woodman et al. 1993) believed that engaged employees involve definitely in the development of completely new services, ideas, feelings, innovations and can have good behaviour. (Schaufeli, Hallberg 2006) clarified that the staff members that are not interested facing health problems like depression, anxiety, physical issues as well as low functionality in the working hours as well as can't work with the teams or perhaps with managers productively. This leads to job loss.

And so, to conquer the problems every individual staff must entail in engagement programs. Therapists, anthropologists, market analysts, sociologists, and many doctors are passionate about taking part in the work environment. This is because of the high amount of hours of vigilance workers invest in duty. The longer a worker spends hours at your workplace, the much more apparent the worker should fulfil the job duties of his.

There are three levels of personnel involvement, they're highly engaged, practically engaged and never engaged. (Woodman et al. 1993) believed Highly interested employees perform meaningfully and enthusiastically pertain to their work environment they're as producers for the business, engaged workers are generally curious about their position and organization. In concept, they operate at a responsible level. Every day they ought to use the skills of theirs and attributes at the office. They work with much more energy, give the development and enhance alliances and they typically tend to produce a good connection with the staff members and can't have the group for the various other business.

Almost engaged employees connect to the work of theirs but not with the business, the workers concentrate much more on pursuits than on the objectives as well as outcomes they have to achieve. With this situation, the supervisors have to specify precisely what to do. Almost engaged staff members focus on finishing tasks and getting results only. Observers understand that their duties are neglected, and their potential isn't used. They usually think that way since they do not have relations that are good with their colleagues or boss. Schaufeli and Hallberg (2006) reported that Not engaged people are present but psychologically disturbed. These individuals don't go along with the work situation and usually suffer from the peers of theirs.

### **The Hierarchy of Employee Engagement**



Figure 2. The Hierarchy of Employee Engagement (Source: author's compilation of data from cmo.marketo.com)

The figure2 describes the three phases of engagement personnel that are actively engaged, practically engaged and never engaged. The research shows positively engaged workers are as

producers who feel accountable for their results and work to boost the overall performance of the business.

At this point we are going to discuss things leading to employee engagement, some are realized as firstly we consult about Professional growth which is only opportunities for individual development. (Hermann 1999) says several organizations provide personnel the chance to develop abilities, follow brand new abilities, acquire information that is new and understands the employee potential and next, private improvement like planning parties and functions for staff members and next every worker must be respected for the organization and the management must involve workers in the decision-making process and they tend to provide opportunities to develop their pro carrier as well as superb cooperation must be there between managers and employees. If the factors are followed by the organization, the staff members are going to have work satisfaction which leads to better efficiency in the business.

Some helpful business engagement programs which workers are glad to take part are checking daily columns created by directors, the announcements or organization chairman about the business as well as online procedure monitoring which allows the workers to look at the business programs/goals, by offering a long term perspective of business growth, employee suggestions methods and business problems weekly blog.

**Importance of Engagement in IT Industry** - The perfect workplace of IT's has many pressures on workers. Work is unusual, particularly as development is gaining value in all elements of present global action. The workforce system is useful and innovative and rapid changes often want IT staff members, to complete the things with no mistakes.

Every minute of regular work, IT staff must have far more freedom to satisfy these high demands. Usually IT staff members work in evenings, on overtime and weekends, and won't have a lot of individual periods to recharge electricity after work that is hard. No matter the requirements of the workforce, IT staff members have pressure to discover new advancements of rapid innovation. Businesses should provide instruction to create their very own personnel, which may create time and budget issues.

(Pulapre B 2006) stated, In the Indian atmosphere, the benefits of employee involvement are essential in phrases of working circumstances, variations in the foundation and lifestyle of the business and convenience of employees. The report consistently shows an increasing number of good global signals. Naturally, nearly every situation in the pro profile marketed in the IT industry is actually on the rise, as you will find specific needs to link staff members to usually

permitted facilities; Therefore, major issues have to be resolved because of the powerful nature of the company, which often includes: Emergency, Level of engagement, Security Level, Organizational pursuits as well as work tenure.

These techniques lead to a good deal of info on employee engagement and control should provide advantages to the personnel and commit the personnel to the business.

#### **1.4. Indian IT Industry analysis**

##### **Information Technology Industry (IT)**

The IT and ITES places are info technology, BPO and R& D projects, projects and equipment. IT: Use of computer systems and telecommunications equipment to shop, send, download as well as control information in a business or maybe the business environment. ITES is a type of outside services: Activated info Services (ESRI-India 's reputable geographical info systems), which come from info technology participation in different sectors like banking, finance, insurance and telecommunications. Examples of health prescriptions are included by ESRIs, business bills, insurance claims, credit card processing, and other things.

The Indian Information Services branch was started in 1967 in Mumbai. The forerunner of Mumbai's contemporary info technology park was started in 1973 and is a customs tariff hub, that accounted for over eighty per cent of the country 's GDP in the 1980s.

(Pulapre B 2006), The Indian economic climate underwent considerable monetary modifications in 1991, leading to globalization and raising monetary structures worldwide. Annual financial trends exceeded six per cent between 1993 along with 2002. The brand-new business, Sri Atala Bihari Vajpayee 1998 along with 2004, integrated the modernization of info technology among the top five demands as well as the development of India's National Working Technology and info Technology Task Force as well as cd development. (Goodman, Wolcott 2003) contained the improvement of the Indian National Task Force as well as work on IT program.

Within ninety days of the creation of its, the task Force created a detailed article on the state of originality in India as well as an IT action program containing one hundred and eight requests. The task force can act quickly since it draws on the encounter as well as dissatisfaction of state governments, main offices, colleges and software companies.

Many tips were foreseeable through recommendations and discussions of worldwide businesses including the World Trade Organization (WTO), the International Telecommunication Union

(The World and ITU) Bank. Furthermore, the working group unveiled built-in meetings for relative projects in several countries and Singapore. It's merely a contractual tool, or maybe an original contract created within the governance process as well as the government network.

Industry Overview for 2018: Based on NASSCOM (National Software as well as Services Association) Industry evaluation for 2018 is described as, In the fiscal year, India holds fifty-five % of its international procurement actions, estimated at \$ 185-190 billion. Indian IT and ITES have started more than a thousand international shopping malls in approximately eighty countries worldwide. India is now the center of computer science on the planet, accounting for approximately seventy-five % of the country 's experienced abilities worldwide.

Thinking about the market size, in 2018, the Indian IT sector, as well as the IT industry, grew to \$ 181 billion. Service costs increased to \$ 137 billion in 197, and internal revenue (calculated as a team) rose to forty-four dollars billion. It must have much more than nine per dollar of India's IT investing to achieve \$ 87.1 billion in 2018. By 2025, the computer 's earnings share is anticipated to include thirty-eight per dollar of the believed \$ 350,000 in manufacturing revenue.

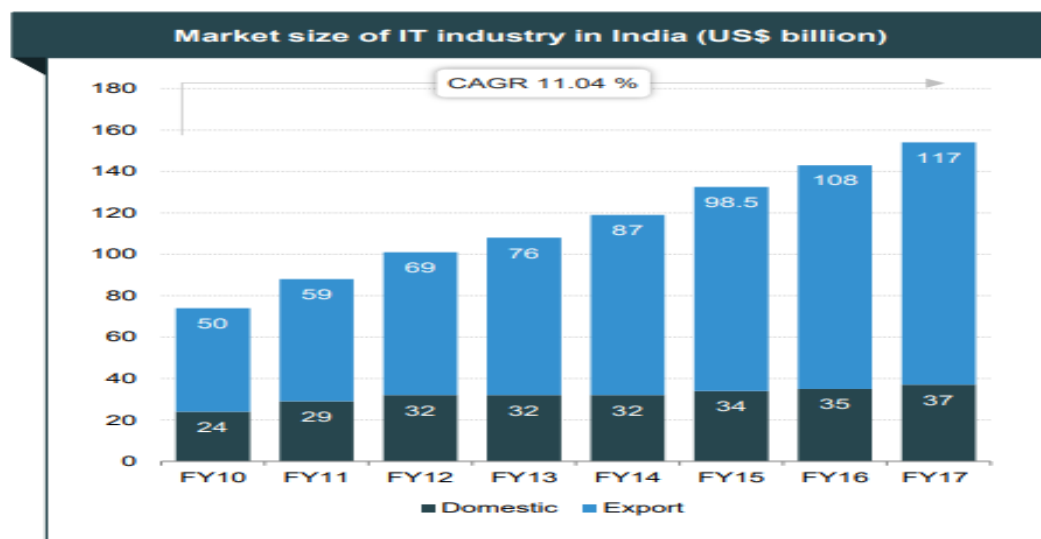


Figure 3. Market size of IT Industry (Source: author’s compilation of data from NASSCOM, 2018)

The above-mentioned figure describes the improvement of the IT market in the terminology of market size whereas the export was increasing considerably with the expansion of 11.04 %.

The speculation or perhaps improvement in the IT industry leads to the improvement of India, the abilities of the Indian Computer Center attract big companies from big countries. Based on

info released by the ministry, Indian software program, as well as hardware, created \$ 37.23 billion from April 2000. In March 2019, it ranks next among FDI entries. marketing of inner swap (DPIIT).

Indian IT businesses like Infosys, Tech Mahindra, TCS, and Wipro are building their blockchain investments as well as ideas: the human mind for clients through advancement centers, revolutionary job centers for impartial investments.

(Pulapre B 2006) explained about the Evolution of IT Sector in India and is split into 4 phases which results in the improvement of info technology in four nations could be viewed as a challenge.

Stage I, 1980: At the chief phase of development, the Indian portion of the IT industry started primarily with the gear items and programming business, In India, there was simply no software program business (software and hardware) till 1960. The CEO bought a high-priced unit through tall duty obstructions and authorizing. In the West, there's far more curiosity in registration because the applications which are in the framework are not enough for those operations to be performed correctly. With this context, the Indonesian government has slowly allowed this item to reach out to remote companies. In 1972, the federal government created a series of extra products for tariff plans and tools. TCS Ltd This is realized in the foreground. In 1974, product rates have been given in India.

Stage two, 1980-1990: Excise taxation can't return to normal for two reasons. For starters, there's hardware programming expenses and disproportionate procedural motives. Next, there's no well-positioned infrastructure authority to capture progress. To be able to allow several members of this section, it's essential to bring down import duties as well as optimize techniques and import charges. Another product strategy has been put together to conquer the issue. As reported in this specific agreement, separate import techniques and tools relevant to the import of software engineers have been dismantled. In 1986, administrators worked out a method to create an IT division. The information Department is thus handled as well as handled by the Indian authorities. Under this program, exporters likewise impose import duties as well as machinery. This set up decreases the number of obstacles that must be overcome, as well as the improvement of this section, is necessary.

Stage three, 1990-2000: This period increases competitors in the info technology sector. At this stage, some changes are significant in the Indian economic climate, such as devaluation, the opening of barriers, the opening of the Indian economic climate to speculation and the long-term humiliation of rupees. Because of this advance in India, overseas speculation has

produced, and transnational swap has been created in India. Additionally, 'fleet models,' tracking models' and global command clothes aiders (GDM) have been launched as crucial components of the approval system.

Phase four after 2000: global issues including 2000, the collapse of the dotcoms as well as the economic problems in the United States have forced many US businesses to make use of the government in India. This included the worldwide launch of the Indian IT industry. After the 2002-2003, the industry has created quickly. At this stage, Indian customers have created long term contractions and reliable delivery models worldwide.

Several of the Factors contributing to IT improvement in INDIA is well-organized organizations of investor management exercise sharing engaged in the business, Development of the press division business office, Moderate facilities, Moderate labor energy, Information industry with high technology and experience, Investments in specialized instruction and Effective safety exams. These elements lead to the improvement of IT industries in India.

Major IT center points in India are Gujarat, Pune, Calcutta, Hyderabad, Chandigarh, and Bangalore.

**Bangalore:** Bangalore is referred to as Silicon Valley.

City Electronics Phases I and II, ITPL, Bagmane Technology Park, Embassy Golf Course, Manyata Technology Park, Global Village Technology Park, and Embassy TechVillage are unique technology parks.

**Chandigarh:** Chandigarh is additionally one of its strengths in improving as well as redistributing exporters. Rajiv Gandhi Chandigarh Technology Park (RGCTP) and Mohali Phase eight are the primary urban technology parks. The brand-new technology parks are going to become the center of world trade.

**Hyderabad:** Hyderabad - also referred to as HITEC City or maybe Cyberabad - is the world's biggest data innovation center as well as India's biggest bioinformatics center. Hyderabad is the second-largest community in tariff preparation, surpassing rivals Pune and Chennai. Probably The largest pharmacy and technology parks are HITEC City, Genome Valley and Hyderabad Pharma City.

**Calcutta:** Kolkata is additionally 1 of India's biggest IT assets as well as redistribution exporters.

**Pune:** Pune is among probably the largest IT forces in India as well as the planet and deprives exporters. Phase seven is known as India's second-largest computer system park (Hinjawadi Rajiv Gandhi Computer Park).

**Chennai:** Chennai's proper computer industry, a harmful barrier referred to as Jalan IT, Electronic Service Tamil Nadu (Elcot) and several advanced telecommunications companies in the private authorities.

**Gujarat:** Gujarat is developing in urbanized areas like Gift City, Ahmedabad Gandhinagar, Vadodara, Gandhinagar, Rajkot. Gandhinagar is in many info centers, electric cities, and numerous other info cities.

Now we talk about the important players in the IT company in India, several of them are Google, HP, SAP, Microsoft, Cisco, TCS, IBM, Intel, Amazon, CTS.

**Google:** Google is an impressive business which focuses on Internet-related products and services. These include Internet searches, distribution processing, publishing, hardware and programming.

**Amazon:** Amazon is an internet business and then distributed computer company. At first, operating as an internet bookshop, different things are presently being offered, jams are getting fixed, as well as devices are now being purchased. led a robot supermarket in the United States

**Intel:** Intel is an impressive business which is a crucial expert for the provision of correspondence and on-site, like potato chips and semiconductor devices.

**IBM:** IBM was awarded to the American innovation business, which was created higher than a century ago under the title of Computing Tabulating Recording, after 1924, the abbreviation for the International Business Machines tools center. Programming. and Middleware and also provides control which makes it simple and advice.

**Tata consultancy services:** TCS is a group that manages originality, advisory and small business information agreements. He's a worldwide aggregated assistant in the Tata Group, that consists of twenty-nine registered businesses (including Tata Steel, Tata Motors, Jaguar Land Rover owner Tata and) Communications.

**Cisco:** Cisco models, producers as well as distributes communication equipment and multimedia. The company has several aid agencies encountered in distinct technology markets, like the internet of Security and things.

**Microsoft:** a cutting-edge agent which produces, tests, supports and sells Microsoft computer programs, gear, management and computers. The most commonly identified components are the Microsoft Windows planet and Web Explorer.

**SAP:** SAP registered businesses have applications that monitor buyer activities as well as communications.

**HP:** management of info technology innovations HP was created in 1939 as well as 2015. Two divisions are divided by it: HP Inc., that deals with 3d printing for printers and computers; and Hewlett Packard Enterprise, that gives financial management and commercial information.

**Mindful Technology Solutions (CTS):** CTS Technological fixes: SDR, for instance, offers info technologies management, innovation, management and consulting.

As per (Pulapre B 2006), IT resources for economic growth plays a significant role in India, IT can enhance long term growth prospects by boosting efficiency in nearly all sectors. Information technology can play a crucial role in the common economic development of the nation. India has a relative edge in the worldwide IT industry, at a minimum in phrases of the bill. Lots of program and language personnel could be modified to create value-added products and services.

The development of higher value-added services and products is simply starting. IT service organizations have released new service lines, like the setting up of software programs, system integration, study & amp; remote management and development technology, and then ITES BPO companies offer far more advanced services such as fiscal study and studies, actuarial modelling and business and business analysis.

Srinivasan, 2005 believed that accessibility of countless workers, mixed with a mix of managerial and technical skills, facilitates the move to higher value-added products and services. There's a good connection between the economy and information technology. IT improves efficiency and productivity in other sectors. This could better performance in areas like accounting, purchasing, inventory management as well as production & amp; operations management. Also, the launch of info technology is going to increase efficiency and/or quality beyond what's possible.

The application of info technology in outlying banks, as well as the microfinance industry, can improve the effectiveness of the casual sector and impact a great part of the public. Farmers' access to info also can profit in the agricultural sector. Farmers can purchase weather forecasts, promote quotations, development practices, specialized and expensive instruction. Even primary education in outlying areas could be enhanced with info technology (Srinivasan, 2005). The info technology sector is among probably the largest entrepreneurs and can certainly, as a result, play an immensely important role in empowering females and decreasing gender inequality. The business has the freedom of the employees of its at home and at home and makes it possible for females to keep on working in family daily life. Based on the analysis, info

technology isn't just in the position to accelerate economic progress in India, but additionally wide economic development.

### **Employee Engagement plans in TCS, HCL and Infosys:**

**TCS:** TCS firm was supplying a few employee engagements programs to boost the employee performance and advantages for the mental health of theirs. Several of some noise is made by the programs, complaint redressal process, Propel, PEEP, PIPS, Pulse as well as stress control. Make some noise: It's the platform where people discuss crucial queries with the company's senior personnel and representatives as well as to the managers which build a correspondence between staff members as well as organization management.

**Complaint Redressal System:** This method records issues of the workers in a complaints management process. Branch Assistant and Complaint Management carries out weekly and monthly surveys to make sure that workers publish qualitative issues within the allotted period. Additionally, ethics advisers play a crucial role in handling complaints which reduces the misconception in the teams.

**PIPS:** PIP personnel will be registered via the Ultima tax interconnection. Each year the managers give probably the "best PIP" to motivate employees to boost investment in Endeavor.

**PEEP Directive:** PEEP is a training activity where workers participate with the management, which really helps to open themselves and raises great understanding between them.

**Propel:** Propel increase meeting to talk about issues, spread suggestions and identify difficulties at an early point. This includes all TCS workers. Guided camps and conversions are serious ways of thinking, discovering new ideas, pondering, talking, and having a great time. These sessions provide personnel with the chance to become involved and talk critical thinking.

**Pulse:** Pulse is an annual satisfaction survey of a member business which is implemented every season to evaluate as well as understand TCS Associate 's satisfaction, aspirations, inspiration, sentiments, and mentality. Through Pulse, TCS seeks to open the door for advancement, accept proposals, recognize gaps and create adequate plans for the conclusion of life that is real. Pursuing the Pulse in the Member States satisfaction index suggests that culture and help are just one of its partners.

**Stress management:** IT departments deal with the work of theirs at a pressure that is high and extended working hours, which raises pressure. TCS encourages the employees of its not to overlook participation in the Fun Work plan, which is applied flexibly to TCS staff to include things like work-oriented movements or perhaps programs. The Fun Work committee is filled with notes that sell for picnics, functions as well as community affairs unobtrusive. There are

picnics every year in all the places which provide the distribution aspects to talk about and celebrate with partners and family.

**HCL:** Most associations wish to boost the dedication of the employees of theirs. Vivek Punekar, Vice President in HCL Information Systems, referred to the association 's pursuits, that were directly associated with Innovation, sports activities, conferences, celebrations: Strong reception and management application, Rigorous training and development, from specialized abilities to difficult abilities as well as to performance improvement plans. Additionally, there are several forums, e.g. For instance, HCL activates that has a specialized update. HCL also offers a brand new system by providing recognition letters, awards, that helps to protect people's self-confidence and realize great results, HCL also offers certification programs, Communication considerations like Intouch Magazine, Innovation HCL (Electronic Business Creation Discussion) and also study and regular interviews, There are leisure activities like Festivals HCL, Meetings HCL, Sports HCL, etc. to keep the work-life balance.

A direct and open community for involving family members and making entrepreneurial visions. The effects of this exercise are reflected not just in the yearly Review of employees recruitment but additionally in the normal criticism of the staff meetings of ours and research.

**Infosys:** Infosys engagement plans are named as Top-down approach, focus on major strengths, provide a training course, Actualize Gratitude and Acknowledgment framework as well as Put materials into Wellness and Health.

Top-down Approach: Organization is doing everything they can to obtain this, along with this's a significant area that we must concentrate on getting started or perhaps starting a small business. We must keep and go along with the "power groups" which have great energy to mirror the benefits of their duties to maximize profits and link. The managers are accountable for more than seventy % participation in the entire partnerships. It's thus essential that this initiative plan requires the improvement of effective employee practices. The business needs to produce a scenario where workers have trust in their strength and leadership.

Concentrate on Key Strengths: The staff members must concentrate on the strengths of theirs and shouldn't care about the weaknesses of theirs. Spread the positivity camps as well as collaborations applications are completed here which will help to boost the employee and employee satisfaction will boost potential and emotions positive for self-confidence and success. Provide a Training program or maybe areas for character improvement: The control offers numerous training programs which assist the worker to feel less stress at the office and results in a good work environment.

Actualize Gratitude and Acknowledgment structure: We're truly trying to share the work of ours with others to achieve the goals of ours. When we attempt to understand the work of ours or even our group 's deliver the results! The Gallup learn or even review showed "only thirty-three % of workers agreed that they were pleased or perhaps valued for their work."

This calls for considerable work in non-specialized or specialized professions. Recognition shouldn't be much too high or perhaps too complex, though it's a good impact on employee morale. And so, we should pay specific attention to see the incredible work of the number in every school and at every point. Several of these strategies could be accomplished by operating an evaluation plan (support, donations, etc.), by evaluating organizations each month during group sessions, as well as the meetings which figure out what they achieved. Additionally, there is going to be discussions in the association which will allow the co-workers to value the commitment of theirs. Each time they bring somebody up "PAT on our back", that person's self-confidence as well as power increases. Let anyone experience it!

"WELL DONE"

Put resources into Wellness and Health: In short, physical fitness and wellbeing are vital to boost sharpness and competence. We remain so long it's irrelevant to the wellbeing, happiness and wondering the capability to the team of ours. If we're not worrying about working out in the daily routine of ours, consider it and permit us to begin instantly. I'm certain we are going to have an enjoyable spot in many IT teams, and we'll gain from it. Work out, stay tuned to our perfect diet plan. By transforming the health of ours and providing very good nutrition for the employees of ours, we can easily be more effective, keep the entire body happy as well as nourishing. The modifications mentioned above can provide real enhancements to the office atmosphere, though the workers are confident that they are going to increase the energy of theirs in the long term.

Tidiness Factor:

Tidiness factors additionally called as dissatisfiers are linked to do the job disillusionment. These segments fuse pay, chief subordinate connection, peer connection, connection game plan as well as connection and working conditions. Neatness problems, as evidenced by Herzberg, cannot convince delegates, however, can constrain dissatisfaction, at no matter what issue dealt with properly. In different words, they're maybe disillusioned whether the problems are lacking or even abused. Regardless of the way that neatness challenges aren't the wellspring of total satisfaction, these problems should Inspiration Factor are Work itself, Recognition, Achievement, Promotion, Responsibility

Tidiness Factors is Superior-Subordinate and Salary

Relationship issues are Relationship with Peers, Work Conditions, as well as Policy Singular Characteristic, is Age, Gender, Rank, Academic Qualification be overseen adequately to come up with an area where pilots or maybe satisfaction is headed by AD and determination are possible. Remuneration as well as Job Satisfaction. Pay is outward incentives which can have the sort of crucial pay, incentives, coincidental ideal position and different kinds of ideas which have money related worth. Nevertheless, research that is available earnestly prescribes that pay has a good connection and influence on labor pleasure (Liou et al. 1990) but amazingly this matter has been often dismissed (Dunham, Formisano 1992) notably in Malaysia open territory likewise as in the army. Pay is a large aspect to Air Defense (AD) ordinary directors as their pay plot is lower and their settlements much hinge upon their pay program and headway. Outward incentives have on event been portrayed as "hypotheses" that affiliations make use of to help you improve ties among themselves as well as their agents. (Behn 1995). As proved by (Romzek 1999) "hypotheses" in the open division when in doubt revolve around open entryways for calling headway, execution rewards and various points and pay of interest, for example, living quarter, no cost wellbeing advantage. The equivalent procedure is grasped in RMAF. There are actually a few of hypotheses relating pay to do the job satisfaction and execution. (James, Jones 1979) discussed in McClelland's Need speculation that pay is the demand and necessity for success and continuance. The fundamental reason of need principle is the fact that folks are confident to do best at the office right when basic requirements are attractive. They further depicted that results, for instance, pay must be passed on in section to wellsprings of information or maybe delivery amounts in Adam's worth speculation as described earlier. Looking at the theories discussed over, the demand has been elevated on whether the pilot is satisfied or perhaps not. As the atmosphere boundary authorities are getting extra stipends like controlling and essential settlement for really controlling as well as planning warrior carrier whereas different roles aren't getting the tantamount perks as they're unquestionably not managing the warrior plane. (Jones et al. 1979) furthermore employed Vroom's expectation speculation in detailing pay, job delivery as well as pleasure connection. They fit that inspiration is going to be significant when workers recognize that a substantial amount of energy will provoke higher execution and tip-top will incite the best outcome. This perspective is great while in transit to be understood by the pilot since the remuneration is usually not high. You will find numerous understandings of budgetary prizes or perhaps money in sort in connection with work satisfaction. As showed by (Dunette, Opsahi 1996), income is

generally a formed invigorate element due to its repeated pairings with fundamental brace parts. (Coulter, robbins 2007) communicated that such a summarized reinforce element must be convincing thinking about the way in which that a few of hardships will usually occur for what the modified strengthen element is legitimate. In extension, the event of tolerating cash offers to drive growing limit when cash is viably conceivable. It's as fashion goes around as an anxiety reducer, diminishing the apprehension when cash is open and extending strain when it's lacking. In an additional assessment by (Bailey 2001), discovered that the proportion of remuneration gave is probably the hugest elements to dismantle in youths to join the Army in America. If the pay pack had been engaging, by then the younger troopers will influence inspiration toward work satisfaction. He battled that if the example toward increasingly apparent extravagance modern society carried on, American youth will thirty-one have very little constancy with a monetary hardship as well as a prolonged remuneration team would be necessary to upkeep and interest of work command in the Furnished strength. Pervasive Subordinate Relationship and Job Satisfaction. Productive air opposition activity is, just about all things contemplated, a gathering duty. Probably the shortest and good control type in such a mentioning motion quality is timely supervision by assigned common that properly screen what is more often, monitor their subordinate play out the ability of theirs. The executive is necessary to show subordinate the sensible framework and then intercede to allow therapeutic action as the need arise. In such a work atmosphere, it takes an attractive and fundamental understanding connection between pervasive and subordinate. This's unsurprising with (Hopkins 1983) locating, the dynamics of supervision at the office is discussed by the connection between the only agent as well as the short chief. The strong of the preferable is discovered over have an impact upon the subordinate and certainly will be a wellspring of commitment or maybe anything different. The main direction is likewise a great determinant of total satisfaction (Judge, Robbins 2007). Research discover that specialist satisfaction extended when the short head is aware of and neighbor, provides recognition for superior execution, check out laborer's choice and shows private energy for delegate. main subordinate correspondence is a noteworthy effect on work satisfaction in the office. The method by which subordinate's visit managers strong can easily oppositely or unequivocally sway job satisfaction. Non-verbal correspondence or even lead, for a sign, body advancement, eye contact, vocal verbalization, outward appearance, and instance are simple to the unparalleled subordinate connection (Teven 2007). Nonverbal messages take the main action in interpersonal affiliations regarding opinion course of measures, misleading, interest, cultural influence, and exciting explanation (Burgoon et al. 1996). (Teven 2007)

clarified that how directors converse with the subordinates of theirs might be a better demand as opposed to the spoken substance. People who abhorrence as well as consider their executive are reluctant to pass on or perhaps be driven to work. In like manner, people that want and contemplate the chief of theirs will certainly pass on and are pleased with the movement of theirs and working environment. Various examinations have demonstrated that good associations among supervisors and subordinates add to frequently raised levels of career fulfilment as communicated by (Kahn 1972). (Ting 1997) furthermore uncovered cap organization laborer's that got a kick from a strong connection with their fast executive's encountered a far more noteworthy amount of business pleasure than the individuals that did not. (Ross 1985) assessed the connection between director mindset as well as subordinate achievements. They gathered that the components commonly supportive for delegate commitment and work satisfaction are solid directors that show raised levels of capability, unwavering quality and sensibility, which looks like the legitimacy plot created by (Teven, McCroskey 1999). In extension, (Teven 2007) discovered that a pleasing executive can boost a subordinate's perspective and satisfaction on her or maybe the legitimacy of his. The above-mentioned reason is a great deal of related and proper to the air boundary model operational problem. Connection with Peers as well as Job Satisfaction. Noticeable all-around safeguard different, officials, and association positions consistently feature as a team or perhaps as a gathering while at the same time doing the obligations of theirs. In that capability, the effort lot sets up standards, for instance, lot conduct, amount of example and yield of work. In such a circumstance, the gathering is going to create esprit de corps and a certain degree of work fulfilment among them. Unavoidable the work couple fills in as a wellspring of profession fulfilment as far as a cultural connection, sharing and connections of items in like fashion to complete the association set goals. In this one of a kind circumstances, it's observed that if a pilot is getting distanced from the gathering, he is going to feel weakness and fretful.

With this fashion, it'll most likely effect activity fulfilment. In the previous examination by (Shaw 1964), it was accounted for there was a beneficial impact of a great relationship and occupation fulfilment inside a small gathering of workers. (Diener, Lucas 2001) revealed exactly how users with correspondence ties had a greater activity fulfilment than the people that did not have some ties. Later research reports relative breakthroughs indicated that nearby near to home connections as fellowship connections are particularly significant on job fulfilment (Sheldon, Bettencourt 2001). They contended that dear kinship connections influence fulfilment in two ways that are different. In the very first place, such ties are a major advantage

for psychosocial support; they're most likely going to update delight as well as to cradle work problems. Next, they're instrumentally significant for good exchanges and empower access to pivotal assets information. In aggregate, the proof is given by exact research to the situation that fame, and effect are hearty signs of prosperity and that the number of friend selections got is determined with decrease and confidence of companion work strain (Diener, et al. 2003). (Katz 1964) states that leisure, endorsement and the help received from interfacing with partners. These simple components of ideas which has an immediate impact on work fulfilment. Fulfilment from work gatherings might likewise increment whether people have similar frames of qualities and mind. In an additional examination by (Watson 1988), it bolstered a significant and positive connection between a cultural action and a beneficial outcome. He discovered much more fragile evidence for a connection between negative affect and social action. Original exploration on social connections and filled with being encounters has possibly not recognized different kinds of interpersonal cooperation (Watson, 1988) or even has concentrated on typically great community collaborations (Tschan et al. 2004). Far more as of late, in virtually any case, scientists have perceived how various kinds of social cooperation's differ in the level of theirs of pleasing nature (Diener, Lucas 2001). Worldwide occupation fulfilment assessments are influenced by peer relationship at the office since "how people coexist with subordinates, administrators, or their associates is a slice of the common perspective of their job circumstance" (Tschan 2004). As suggested by (Ting 1997) workers that encounter remunerating cooperation 's a lot more frequently ought to be more and more satisfied with the occupations of theirs. To be sure, there's a bit of evidence that taking concern in progressively community associations at the office prompts greater common occupation fulfilment.

## 2. METHODOLOGY

### 2.1. Research Steps

#### Research Design

For the purpose of this Master thesis the following data collection method are preferred and explained below the figure.

The above figure shows the Data collection method is divided into two main categories which are as follows: a) The primary method and b) The secondary method. The General Data Collection Method are as follows: a) Literature Review b) Questionnaire. Under Special Data Collection Method is further sub divided into Online survey, Semi-structured interview and case study.

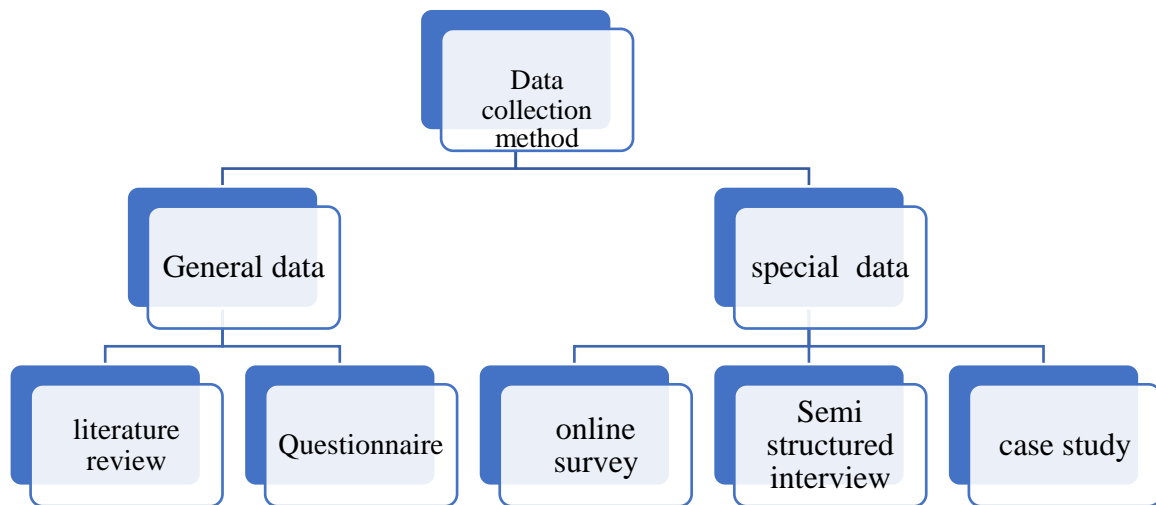


Figure 4. Data collection methods (Source: Author's compilation)

In Data collection methods, the author of the thesis used general data and special data whereas in general data, literature review and questionnaire are used and in special data, online survey and semi-structured interview and case study are used.

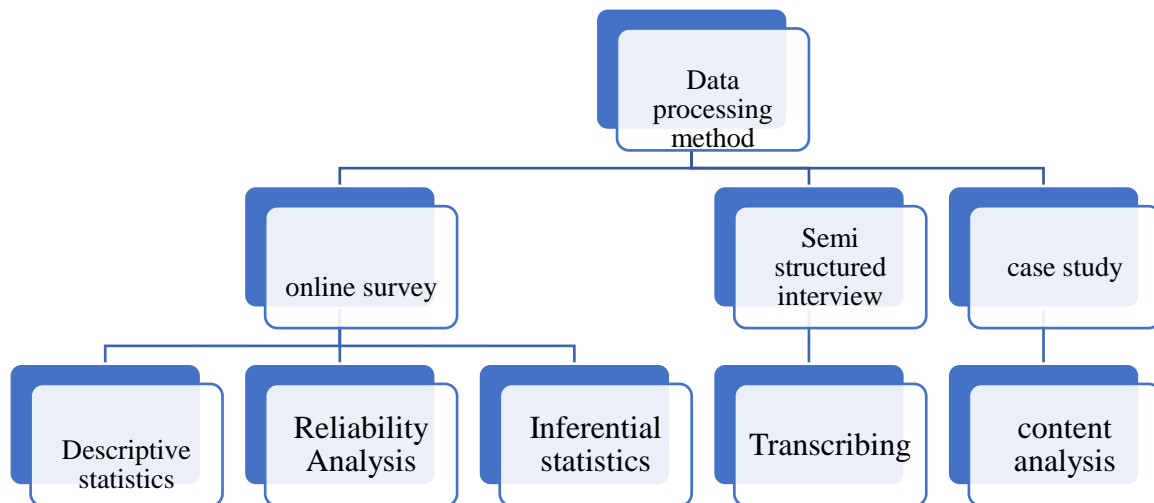


Figure 5. Data Processing methods (Source: Author's compilation)

In the part of methodology, Data processing method is used. For online survey data processing the author of the thesis used descriptive statistics where we can find mean and standard deviation and used reliability analysis and Inferential statistics. In Semi-structured interview, the results are found by using Transcribing and in case study, content analysis is used.

## 2.2. Semi structured Interviews

A semi-structured interview was utilized in the thesis and the inquiries incorporate about the satisfaction with the work - are the employees are happy with the present job/position in the organization and about their career development opportunities and inspiration and how happy and engaged to work for 4 days/week and about the level of satisfaction.

As I am in Riga, I couldn't head out to India for the research, I reached a few IT organizations in India. A considerable lot of my companions who are working in IT organizations helped me a great deal to investigate every single imaginable way. I scheduled a skype call with every one of my companions who are working in the IT field and clarified my circumstance of not coming to India. They comprehend the point and recommended the potential methods for chatting with managers in the associations with certain conditions expressing the discussion with the supervisors ought to be secret and cannot be recorded and they won't talk in working hours and ends of the week.

As I am exceptionally inquisitive of talking with the managers, I acknowledged every one of the conditions and, my companions in the IT organizations meet their directors and clarified the circumstance and said that the conditions won't break. Here I sat tight for the chief's choice and scarcely some organizations supervisors dismissed the solicitation and just three organizations acknowledged for the meeting and the companions in the organizations HCL (Hindustan Computers Limited), TCS (Tata Consultancy Services) and Infosys said that the solicitation for the meeting is acknowledged.

Next, the HR administrators gave me the meeting timetable to pursue. From that point onward, I have arranged inquiries addresses which incorporates employee satisfaction with the present job, support of bosses to employees, advantages and pay, vocation development openings, advancement programs, inspiration, employee engagement, authoritative occasions, level of satisfaction with collaboration and levels of satisfaction. Afterwards, I shared my skype subtleties for the directors and we planned the meeting date and time. As the opportunity arrives, I have reached the managers of the organizations HCL, TCS and Infosys. The meeting was led for 30 minutes, beginning with introducing and later agreeing with the readied questions.

As my perspective, the appropriate responses are genuine. The main disappointment for me is I have expected to get at least 10 directors meet however sadly wound up with just 3 reactions and the interview time frame was just one month.

### **2.3 Survey Design**

In the survey design, firstly, the author of the thesis developed a questionnaire using google forms. The questionnaire was developed using Likert scale with five choices from strongly disagree to strongly agree and the questionnaire includes seven different blocks of questions includes work, Pay and Benefits satisfaction, Promotions/vocation, Supervisory considerations, Motivation, Level of Engagement, Overall employment, level of satisfaction, satisfaction levels. The time period, the author used for the survey is from august to December that is 3 months. As I finished the third semester in august, I started to work on this thesis from then on. Due to the less time period, I couldn't get more responses. Only 218 responses are conducted for the research of job satisfaction and employee engagement practices in IT industry in India. The first block is about satisfaction with the work which contains 2 questions:

The first question is about the current role/ position satisfaction in the work and second question is about whether the company encourages individual initiative and make full use of my skills, abilities and challenges on the job.

The second block is about pay and benefits satisfaction which contains two questions:

The third question is about getting paid and given benefits for the work in the company and the fourth question is about the perks and benefits available for the performance in the project/contribution.

The third block is about promotions and career advancements which contains two questions:

The fifth question is about career growth opportunities in the company and the sixth question is about opportunities and enough support by Training & Development / Learning Development Programs for career growth.

The fourth block is about Supervisory Considerations contains two questions:

The seventh question is about manager facilitates professionally and personally and eighth question is about suggestions, comments, opinions given by employees at work are welcomed by superior/ Manager.

The fifth block is about motivation which contains two questions:

The ninth question is about continuous motivation to produce great quality work and tenth question is about loyalty and sincere efforts recognition from the company.

The sixth block is about level of engagement which contains two questions:

The eleventh question is about how employees feel happy and engaged to do work at least four days/week and twelfth question is about celebrating festivals, programs for continuous motivations for employees.

The seventh block is about overall job satisfaction which contains one question;

The thirteenth question is about employee recommendation to other friends/family.

The fourteenth question is about job satisfaction factors which contains 6 blocks:

Job security, appreciation, company policy and management practices, salary, supervision, working with teams.

The fifteen question is about Overall satisfaction with the company.

**Determine Sample Size**

Confidence Level:  95%  99%

Confidence Interval:

Population:

Sample size needed:

**Find Confidence Interval**

Confidence Level:  95%  99%

Sample Size:

Population:

Percentage:

Confidence Interval:

Figure 6. sampling size and population calculation (Source: author's compilation of data from [surveysystem.com/sscalc.htm](http://surveysystem.com/sscalc.htm))

Population refers to the employees who are working in IT companies in India. According to this sample size minimum participants should not be less than 120. Respondants are send questions through google forms. After the collection of information the data has been analysed according to that conclusions are made.

### **Hypothesis Testing**

The Hypothesis focus on studying factors that influence the dissatisfaction of employees in IT industry by using standard qualitative method which is mainly useful for investigating various factors that influenced the dissatisfaction of employees in Indian IT industry. The investigation is carried out using different variables and case analysis and identify the complexity and

different conditions that influences the employees in IT industry. The approach used in this research study is based to know whether there is an association between leader's behavior and employee engagement and an association between job satisfaction and employee engagement and other association between demographic factors like age, gender and overall experience and employee engagement. This method is well suited for comparative analysis for a large-scale sized country like India

## 2.4. Case Study

The main purpose of this case study is to identify the major issues facing by many IT companies in India. It was necessary to obtain all relevant information about the company and try to solve the relevant problem.

Case studies show how and why something happens, allowing us to explore contextual reality and the difference between what constitutes a plan and what is happening (Anderson G 1993). According to (Yin 1984), there are three types of research in case studies. Disclosure, clear and descriptive. Researchers in exploratory research of thematic packages related to enterprises. Descriptive case studies are attempts to illustrate the implications of introducing specific products. Against this background, explanatory research is useful, for example, to examine a process in a company.

In my research I participated in a case study in which observations were made in two companies. Observations were carried out between the company's focus groups. Focus groups are another method commonly used in exploratory case studies. The steps required to conduct an exploratory case study are:

**Identification of problems:** Researchers identify research topics and problems are solved by many methods of answering questions.

**Make assumptions:** Scientists have found that no previous research or problems have been resolved; Scientists will formulate hypotheses based on questions arising from the identification of problems.

**Research Further investigation:** After receiving the data, the scientist continues the research and looks for a solution.

Exploratory research will be conducted if the subject requires deep understanding, especially if it is new. The main purpose of this study is to investigate the problem and not draw any

conclusions. This kind of research will help scientists build a solid foundation to study their ideas and try to apply appropriate variables to the problem.

Below is a list of companies involved in exploration case studies.

- Infosys
- HCL

What really shows how job satisfaction helps these companies overcome their problems

### **3. RESULTS**

#### **3.1. Interview analysis**

The first question of an semi-structured interview was to find out about the satisfaction with the work- Are the employees of the organizations are satisfied with the current role/position in the project and the responses for the question “Are you satisfied with the current role/position in the project” as follows. The representative of the TCS mentioned that employees are very much satisfied with the current role/ position in our company, then the representative of HCL responded in a positive manner As our company provides all the benefits like motivation, enjoyment hours, engagement programs which makes the employees work with responsibility that advantage both employee and company. Employees are satisfied with the current role/ project in our company, whereas the representative of Infosys i.e., manager said that according to the recent survey conducted in our company almost 60% of employees are satisfied with the current position because our company provide employee engagement programs which makes the employees to work effectively.

The second question of the semi-structured interview were regarding whether the company encourages individual initiative and make full use of our skills, abilities and challenges on the job i.e. “Does your company encourages individual initiative and make full use of our skills, abilities and challenges on the job” the response from the Representative of TCS is company encourages individual initiative and make full use of employee’s skills, abilities and challenges on the job, the response from Representative of HCL is, company encourages every employee to use their skills and abilities in every possible way which gives confidence that helps the individual to reach them to the greatest levels, the third response for the second question from the representative is Yes, we always support our employees and make use of their skills and abilities which develops the individual and organization also. Got positive response from the tree companies.

The third question of the semi-structured interview were regarding getting paid & given benefits enough for the work we do in this company is “Are you getting the benefits and enough pay for the work we do in our company” the responses from the representatives of TCS, HCL, Infosys are Yes our employees are getting paid and given benefits enough for the work they are doing in our company, The employees in our company are getting paid and given benefits for their performance in the company, Yes, as per the position in the company they get paid from the company respectively. All the three companies responded positively.

The fourth question of the semi-structured interview were regarding whether we satisfy with the perks and benefits available for the performance in the project / contribution, is “Satisfaction with the perks and benefits” the reply from the representative of TCS is the Yes, as per the position in the company they get paid from the company, representative of HCL replied Yes, considering the performance in the project the employees gets the perks and benefits from the company, finally the representative of Infosys replies Not everyone in the project will have the benefits but according to the individual performance level they get the benefits for their contribution from the company.

The fifth question of the semi-structured interview were regarding the career growth opportunities in the company is “Career growth opportunities”. The responses is Yes, in all the possible ways our company supports the employees to growth in their careers from the representative of TCS, In our company, the organization will take care of all the employees that results to career growth opportunities which benefits the employees is from the representative of HCL, Yes, they do have the career growth opportunities in our company from the representative of Infosys.

The sixth question of the semi-structured interview were regarding whether the company gives opportunities and enough support by Training & Development / Learning Development Programs for career growth of question “Learning development programs”. The Representative of TCS is Yes, our company provides all the training and development programs which helps the employees for their career growth, the response from Representative of HCL is Our company provides all the training and development programs for the employee’s career growth, the response from Representative of Infosys is The company provides training and development programs for free for the growth of every employees which makes them motivated and feel fresh which benefits the organization as well as employees for the growth

The seventh question of the semi-structured interview were regarding whether our manager facilitates we professionally and/or personally for “manager facilitates professionally/personally”. Manager of the TCS replied our manager will always support and motivates the employees professionally, Manager of HCL said Yes, our manager gives support and facilitate employees professionally and personally then the manager of Infosys said Inside the company the manager facilitates the employees professionally and after their working hours it depends on the individual managers.

The eighth question of the semi-structured interview were regarding whether the suggestions, comments, opinions given by you at work are welcomed by our superior/ Managers. Three companies responded in apposite manner with a positive responses which are representative of TCS mentioned that Our supervisor/ manager will take the employees suggestions and comments which helps the organization and the employers also, The response from Representative of HCL tell that Our manager will give opinions and comments at work related issues and they consider the employees suggestions and comments and the Representative of Infosys responded that yes, the listens to our team suggestions and he discuss the outcomes of implementing the suggestion we have shared. For the question “suggestions, opinions of employees are considered by supervisor/manager”.

The ninth question “employees motivated continuously or not” of the semi-structured interview were regarding whether we are motivated continuously to produce great quality work & contribute in the project / company the responses from Representative of TCS is Our company motivates continuously to produce great quality work that contributes to the company, the response from Representative of HCL is Yes, our company motivates continuously to produce great quality work and contribution and the response from Representative of Infosys is Yes, the motivation is in the top notch. The company provides motivates continuously which produces great quality work and results are positive.

The tenth question “loyalty and sincere efforts are recognized in the project “of the semi-structured interview were regarding whether our loyalty and sincere efforts are recognized in the project / company and the responses from representative HCL is Employee’s loyalty and sincere efforts are recognized by the company, the response from Representative of HCL is Our company recognize the employee loyalty and sincere efforts which leads to development of company and the employees the third response of this question is from the Representative of Infosys is There is a process for this which is a common platform for everyone. But that is not enough to recognize our sincere efforts which is to improve.

The eleventh question “how happy & engaged to work at least 4 days/week” of the semi-structured interview were regarding how happy & engaged to do our work at least 4 days/ week have responses from Representative of TCS Very happy and engaged to do work for 4 days/week gives more enthusiasm to work, the response from Representative of HCL is Working 4 days/week gives refreshment to the employees and his development, the response from Representative of Infosys is Very happy to work in 4 days a week and i think it will improve the overall productivity of the company.

The twelfth question “organization conducting events in regular intervals” of the semi-structured interview were regarding whether our organization celebrates many festivals, conducts variety of functions and programs to keep we motivated & rejuvenated for the work (at regular intervals)have the following responses from managers i.e. Representative of TCS said Yes, our company celebrates many festivals and variety of functions and programs that motivates the employees to work effectively, Representative of HCL said Our company celebrates all the religions festivals so that there will not be any differences and helps the employees to work as a team. Representative of Infosys said Yes. We have a "FUNDAY" on every Friday and celebrate associate birthdays as an event on last day of the month.

The thirteenth question “Level of satisfaction with ease of working with colleagues” of the semi-structured interview were regarding what’s our level of satisfaction with Ease of is working with employer, team & peers have a response from Representative of TCS is The best thing to work in our company is getting together and working in team which improves every employees to growth themselves, the response from Representative of HCL is Working in a team gives satisfaction as they can share ideas of the individual’s that results to generate more ideas and develops knowledge and the Representative of Infosys is Very much satisfied. Working with team always give our employees feel joyful. There is so much scope for learning and it will improve the thought process and different ways of approach to a problem.

The fourteenth question “overall satisfaction of employees” of the semi-structured interview were Based on our total experience, how would we rate our overall satisfaction with the company have response from Representative of TCS is Working in TCS company gives the satisfaction which motivates by taking employee engagement programs developed by our company, the response from Representative of HCL is We feel Highly satisfied working in our company. Thanks to the innovation, motivation and employee engagement programs the response from the Representative of Infosys stated that Completed satisfied is the overall ratings with our Infosys company and I recommend the company to everyone.

### **3.2. Survey Analysis**

In the following subchapter of the master’s Thesis, author of the paper will be evaluating a Job Satisfaction Survey. In the following survey, IT employees have taken part. These IT employees are working in metropolitan cities in India. The survey was conducted among 218 employees specializing in the field of IT in India. In total there were 15 questions. The following survey is

a Likert scale module where 1 stand for Strongly Disagree and 5 stands for Strongly Agree. The first few questions of the survey were about gender, job recognition.

Table 1. Responses for Gender Profile of respondents (Source: Author’s collection based on SPSS output)

		<b>Gender</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	131	60.1	60.1	60.1
	Female	87	39.9	39.9	100.0
	Total	218	100.0	100.0	

**Interpretation:** From the above table, it could be interpreted that the number of male employees is 60.1% and female employees are 39.9% of the total respondents who are working in the IT industry.

Table 2. Responses from Have we received any special recognition(s) (Source: Author’s collection based on SPSS output)

		<b>Job Recognition</b>			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	88	40.4	40.4	40.4
	Yes	130	59.6	59.6	100.0
	Total	218	100.0	100.0	

**Interpretation:** From the above data, the Job Recognition can be interpreted that the number of option “Yes” is 59.6% and option “No” is 40.4% of the total respondents in IT Industry.

Table 3. Responses for Satisfaction with the work (Source: Author’s collection based on SPSS output)

**I am satisfied with my current role/position in the project.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	28	12.8	12.8	12.8
	Disagree	32	14.7	14.7	27.5
	Neutral	75	34.4	34.4	61.9
	Agree	60	27.5	27.5	89.4
	Strongly Agree	23	10.6	10.6	100.0
	Total	218	100.0	100.0	

### Interpretation

From the above data, it could be interpreted that 10.5% of the total respondents strongly agree that they are satisfied with their current role/position in the project, 27.3% of the total respondents agree and 35% of the total respondents have neutral feelings with regards to satisfaction with their role in the project whereas 14.5% of the total respondents working in IT sector disagree and 12.7% strongly disagree with their satisfaction with the current role in the project in which they are a part of in their companies.

Table 4. Responses for Encouragement in work (Source: Author’s collection based on SPSS output)

**My company encourages individual initiative and I make full use of my skills, abilities and challenges on the job.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	11.5	11.5	11.5
	Disagree	41	18.8	18.8	30.3
	Neutral	48	22.0	22.0	52.3
	Agree	79	36.2	36.2	88.5
	Strongly Agree	25	11.5	11.5	100.0
	Total	218	100.0	100.0	

### Interpretation

From the above table, it could be interpreted that 11.5% of the respondents strongly agree and 35.9% of the respondents agree respectively with the level of individual encouragement their

companies give for making full use of their skills and abilities whereas 22.3% of the total respondents have neutral response towards the level of individual encouragement their companies give for making full use of their skills and abilities. The remaining 18.6% of the respondents working in IT sector disagree and 11.4% strongly disagree with the level of individual encouragement their companies give for making full use of their skills and abilities.

Table 5. Responses for Pay and Benefits (Source: Author’s collection based on SPSS output)

I am getting paid & given benefits enough for the work I do in this company.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	33	15.1	15.1	15.1
Disagree	49	22.5	22.5	37.6
Neutral	53	24.3	24.3	61.9
Agree	61	28.0	28.0	89.9
Strongly Agree	22	10.1	10.1	100.0
Total	218	100.0	100.0	

### Interpretation

From the above table, it could be interpreted that 10% and 27.9% of the total respondents strongly agree and agree respectively about the pay and benefits for the work that they do in their company. 24.7% have responded neutrally whereas 22.4% of the total respondents disagree about the pay and benefits for the work that they do in their company. The remaining 15.1% of the total respondents working in IT companies strongly disagree about the pay and benefits for the work that they do.

Table 6. Responses for Respondant performance benefits (Source: Author’s collection based on SPSS output)

I am satisfied with the perks and benefits available to me for my performance in the project / contribution by me.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	28	12.8	12.8	12.8
Disagree	50	22.9	22.9	35.8
Neutral	54	24.8	24.8	60.6
Agree	69	31.7	31.7	92.2
Strongly Agree	17	7.8	7.8	100.0
Total	218	100.0	100.0	

### Interpretation

From the above table, it could be interpreted that 7.8% and 31.7% of the total respondents strongly agree and agree respectively about the perks and benefits available to them for their performance in the project/company. 24.8% have responded neutrally whereas 22.9% of the total respondents disagree about the perks and benefits available to them for their performance in the project/company. The remaining 12.8% of the total respondents working in IT companies strongly disagree about the perks and benefits for their performance in the project/company.

Table 7. Responses for Promotions / Career Advancements (Source: Author’s collection based on SPSS output)

I have exciting career growth opportunities in this company

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	34	15.6	15.6	15.6
Disagree	43	19.7	19.7	35.3
Neutral	52	23.9	23.9	59.2
Agree	68	31.2	31.2	90.4
Strongly Agree	21	9.6	9.6	100.0
Total	218	100.0	100.0	

### Interpretation

From the above table, it could be interpreted that 9.6 % and 31.5% of the total respondents strongly agree and agree that they have exciting career growth opportunities in their company. 23.7% have responded neutral and 19.6 % of the total respondents disagree about the exciting career growth opportunities in the company. The rest 15.5 % of the total respondents strongly disagree that they have exciting career growth opportunities in their company.

Table 8. Responses for Training and development (Source: Author's collection based on SPSS output)

**My company gives me opportunities and enough support by Training & Development / Learning Development Programme for career growth.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	29	13.3	13.3	13.3
Disagree	36	16.5	16.5	29.8
Neutral	49	22.5	22.5	52.3
Agree	76	34.9	34.9	87.2
Strongly Agree	28	12.8	12.8	100.0
Total	218	100.0	100.0	

### Interpretation

From the above table, it could be interpreted that 12.8% and 34.9% of the total respondents strongly agree and agree that they have opportunities and supported by Training & development (T&D) / Learning & Development Programmes for career growth. 22.5% have responded neutral whereas 16.5% disagree that they have opportunities and supported by T&D for career growth. The remaining 13.3% strongly disagree that they have opportunities and supported by T&D for career growth.

Table 9. Responses for Supervisor considerations (Source: Author’s collection based on SPSS output)

**My manager facilitates me professionally and/or personally**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	44	20.2	20.2	20.2
	Disagree	29	13.3	13.3	33.5
	Neutral	54	24.8	24.8	58.3
	Agree	68	31.2	31.2	89.4
	Strongly Agree	23	10.6	10.6	100.0
Total		218	100.0	100.0	

### Interpretation

From the above table, it could be interpreted that 11.4% and 30.9% of the total respondents strongly agree and agree respectively that their manager facilitates them professionally and/or personally. 24.5% have responded neutral whereas 13.2% disagree that their manager facilitates them professionally and/or personally. The remaining 20% of the total respondents working in IT sector strongly disagree that their manager facilitates them professionally and/or personally.

Table 10. Responses for Manager suggestions (Source: Author’s collection based on SPSS output)

**The suggestions, comments, opinions given by me at work are welcomed by my superior/ Manager.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	22	10.1	10.1	10.1
	Disagree	29	13.3	13.3	23.4
	Neutral	50	22.9	22.9	46.3
	Agree	90	41.3	41.3	87.6
	Strongly Agree	27	12.4	12.4	100.0
Total		218	100.0	100.0	

### Interpretation

From the above table, it could be interpreted that 12.4% and 41.3% of the total respondents strongly and agree respectively that the suggestions, comments and opinions given by them at

work are welcomed by their supervisor/manager. 22.9% of the total respondents have responded neutrally whereas 13.3% disagree that the suggestions, comments and opinions given by them at work are welcomed by their supervisor/manager. The remaining 10.1% of the total respondents working in the IT sector strongly disagree that the suggestions, comments and opinions given by them at work are welcomed by their supervisor/manager.

Table 11. Responses for Motivation from company (Source: Author’s collection based on SPSS output)

**I am motivated continuously to produce great quality work & contribute in the project / company**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	13.3	13.3	13.3
	Disagree	39	17.9	17.9	31.2
	Neutral	53	24.3	24.3	55.5
	Agree	69	31.7	31.7	87.2
	Strongly Agree	28	12.8	12.8	100.0
	Total	218	100.0	100.0	

### **Interpretation**

From the above table, it could be interpreted that 12.8% and 31.7% of the total respondents strongly agree and agree respectively that they are motivated continuously to produce great quality work and contribute to the project/ company. 24.3% of the total respondents have responded neutrally whereas 17.9% disagree that they are motivated continuously to produce great quality work and contribute to the project/ company. The remaining 13.3% of the total respondents working in IT sector strongly disagree about their motivation to continuously produce great quality work and contribute to the project/ company.

Table 12. Responses for Loyalty and sincere efforts recognition (Source: Author’s collection based on SPSS output)

**My loyalty and sincere efforts are recognized in the project / company.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	9.2	9.2	9.2
	Disagree	46	21.1	21.2	30.4
	Neutral	49	22.5	22.6	53.0
	Agree	73	33.5	33.6	86.6
	Strongly Agree	29	13.3	13.4	100.0
	Total	217	99.5	100.0	
Missing	System	1	.5		
Total		218	100.0		

### Interpretation

From the above table, it could be interpreted that 13.3% and 33.5% of the total respondents strongly agree and agree respectively that their loyalty and sincere efforts are recognized in the company. 22.5% of the total respondents have responded neutrally whereas 21.1% disagree that they are motivated continuously to produce great quality work and contribute to the project/ company. The remaining 9.2% of the total respondents working in IT sector strongly disagree that their loyalty and sincere efforts are recognized in the company.

Table 13. Responses for Level of engagement (Source: Author’s collection based on SPSS output)

**I feel happy & engaged to do my work at least 4 days/ week**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	26	11.9	11.9	11.9
	Disagree	33	15.1	15.1	27.1
	Neutral	39	17.9	17.9	45.0
	Agree	66	30.4	30.4	84.4
	Strongly Agree	34	15.6	15.6	100.0
	Total	218	100.0	100.0	

**Interpretation**

From the above table, it could be interpreted that 15.6% and 39.4% of the total respondents strongly agree and agree respectively that they feel happy and engaged to do their work at least 4 days/ week. 17.9% of the total respondents have responded neutrally whereas 15.1% disagree that they are motivated continuously to produce great quality work and contribute to the project/ company. The remaining 11.9% of the total respondents working in IT sector strongly disagree about feeling happy and engaged to do their work at least 4 days/ week.

My organization celebrates many festivals, conducts variety of functions and programs to keep us motivated & rejuvenated for the work (at regular intervals)

Table 14. Responses for organization celebrations in company (Source: Author’s collection based on SPSS output)

**My organization celebrates many festivals, conducts variety of functions and programs to keep us motivated & rejuvenated for the work (at regular intervals)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	24	11.0	11.0	11.0
Disagree	45	20.6	20.6	31.7
Neutral	50	22.9	22.9	54.6
Agree	63	28.9	28.9	83.5
Strongly Agree	36	16.5	16.5	100.0
Total	218	100.0	100.0	

**Interpretation**

From the above table, it could be interpreted that 16.5% and 28.9% of the total respondents strongly agree and agree respectively that their organization celebrates many festivals, conduct variety of functions and programs to keep them motivated and rejuvenated for work. 22.9% of the total respondents have responded neutrally whereas 20.6% disagree that they are motivated continuously to produce great quality work and contribute to the project/ company. The remaining 11.0% of the total respondents working in IT sector strongly disagree that their organization celebrates many festivals, conduct variety of functions and programs to keep them motivated and rejuvenated for work.

## Overall Job Satisfaction

### I will recommend this company to a close friend/relative of mine to consider joining my company for their career

Table 15. Responses for Recommend the company to friends (Source: Author's collection based on SPSS output)

I will recommend this company to a close friend / relative of mine to consider joining my company for their career.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	29	13.3	13.4	13.4
	Disagree	38	17.4	17.6	31.0
	Neutral	54	24.8	25.0	56.0
	Agree	69	31.7	31.9	88.0
	Strongly Agree	28	11.9	12.0	100.0
	Total	218	99.1	100.0	
Missing	System	2	.9		
	Total	218	100.0		

## Interpretation

From the above table, it could be interpreted that 11.9% and 31.7% of the total respondents strongly agree and agree respectively that they will recommend their company to friends / family. 24.8% of the total respondents have responded neutral whereas 17.4% disagree for recommending their company to their friends/family. The remaining 13.3% of the total respondents working in IT sector strongly disagree for recommending their company to their friends/family.

Table 16. Responses for Overall satisfaction (Source: Author’s collection based on SPSS output)

Based on your total experience, how would you rate your overall satisfaction with the company

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	11.5	11.5	11.5
	Disagree	34	15.6	15.6	27.1
	Neutral	62	28.4	28.4	55.5
	Agree	69	31.7	31.7	87.2
	Strongly Agree	28	12.8	12.8	100.0
	Total	218	100.0	100.0	

**Interpretation** From the above table, it could be interpreted that 12.8% and 31.7% of the total respondents strongly agree and agree respectively that their overall satisfaction is high. 28.4% of the total respondents have responded neutral whereas 15.6% of the total respondents have disagree with their overall satisfaction with their company. The remaining 11.5% of the total respondents working in IT sector strongly disagree with their overall satisfaction with their company.

### Statistical Analysis

The aim of this chapter is to present and analyses the data from the questionnaires send through Job satisfaction and employee engagement practices in IT sector in india. There were set of 15 questions and 218 response in order to gather the information.

Statistical analysis of survey (see Annex N° 1):

### Descriptive Statistics

Table 17. Descriptive statistics (Source: Author's collection based on SPSS output)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Gender	218	1	2	1.40	.491
Age	218	20.00	50.00	27.7708	4.94417
Work experience	218	1	22	4.18	3.776
Job Recognition	218	.00	1.00	.5983	.49176
I am satisfied with my current role/position in the project.	218	1.00	5.00	3.0826	1.16499
My company encourages individual initiative and I make full use of my skills, abilities and challenges on the job.	218	1.00	5.00	3.1743	1.20172
I am getting paid & given benefits enough for the work I do in this company.	218	1.00	5.00	2.9541	1.23232
I am satisfied with the perks and benefits available to me for my performance in the project / contribution by me.	218	1.00	5.00	2.9862	1.17375
I have exciting career growth opportunities in this company	218	1.00	5.00	2.9954	1.23504
My company gives me opportunities and enough support by Training & Development / Learning Development Programme for career growth.	218	1.00	5.00	3.1743	1.23947
My manager facilitates me professionally and/or personally	218	1.00	5.00	2.9862	1.29686
The suggestions, comments, opinions given by me at work are welcomed by my superior/ Manager.	218	1.00	5.00	3.3257	1.15976
I am motivated continuously to produce great quality work & contribute in the	218	1.00	5.00	3.1284	1.23766
My loyalty and sincere efforts are recognized in the project / company.	217	1.00	5.00	3.2074	1.18959
I feel happy & engaged to do my work at least 4 days/ week	218	1.00	5.00	3.3165	1.24649
My organization celebrates many festivals, conducts variety of functions and programs to keep us motivated & rejuvenated for the work (at regular intervals)	218	1.00	5.00	3.1927	1.25156
I will recommend this company to a close friend / relative of mine to consider joining my company for their career.	218	1.00	5.00	3.1157	1.22779
Job Security	218	1.00	5.00	3.1422	1.25649
Appreciation (from reporting manager &/or management)	218	1.00	5.00	3.2938	1.07165
Company policy and management practices	218	1.00	5.00	3.2202	1.15490
Salary	218	1.00	5.00	3.3257	1.17946
Supervision	218	1.00	5.00	3.3073	1.09546
Ease of working with employer, team & peers	217	1.00	5.00	3.4194	1.17229
Based on your total experience, how would you rate your overall satisfaction with the company	218	1.00	5.00	3.1881	1.18999

The main objective of conducting descriptive analysis is to find mean and standard deviation values. Whereas the least and highest mean values in above table are .5963, 3.4194 for job recognition and ease of working with employer, team & peers respectively

**Reliability Statistics:**

Table 18. Reliability Test (Source: Author’s collection based on SPSS output)

Cronbach’s Alpha	N of items
.949	21

The Alpha coefficient for twenty one items is .949 which indicates a high level of internal consistency.

**Chi-square analysis**

**HYPOTHESIS TESTING**

a. Chi – Square Analysis

Aim: To test the relationship between leader’s behavior and Employee Engagement

Null Hypothesis (Ho): There is no association between leader’s behavior and Employee Engagement

Alternate Hypothesis (H1): There is an association between leader’s behavior and Employee Engagement

Using Mini Tab

Leader’s behavior \* Employee Engagement Cross tabulation

Rows: My manager facilitates me professionally and/or personally

Columns: I feel happy and engaged to do my work 4 days/week

Table 19. case processing summary (Source: Author’s collection based on SPSS output)

	Case Processing Summary					
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
My manager facilitates me professionally and/or personally * I feel happy & engaged to do my work at least 4 days/ week	218	100.0%	0	0.0%	218	100.0%

The above table represent the present of samples processed from the samples collected in this test 100 percentage is processed that means all the 218 samples were processed.

My manager facilitates me professionally and/or personally \* I feel happy & engaged to do my work at least 4 days/ week Crosstabulation

			I feel happy & engaged to do my work at least 4 days/ week					Total	
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree		
My manager facilitates me professionally and/or personally	Strongly Disagree	Count	11	3	0	4	1	19	
		Standardized Residual	5.8	.1	-1.8	-1.3	-1.1		
1.50	Disagree	Count	5	5	2	1	1	14	
		Standardized Residual	2.6	2.0	-.3	-1.9	-.8		
2.50	Neutral	Count	1	5	8	2	1	17	
		Standardized Residual	-.7	1.5	2.8	-1.8	-1.0		
3.50	Agree	Count	4	5	3	5	3	20	
		Standardized Residual	1.0	1.1	-.3	-1.0	-.1		
4.50	Strongly Agree	Count	3	7	10	10	3	33	
		Standardized Residual	-.5	.9	1.7	-.8	-.9		
Total	Total	Count	1	4	5	18	5	33	
		Standardized Residual	-1.5	-.4	-.4	1.4	-.1		
	Total	Count	1	2	9	39	3	54	
		Standardized Residual	-2.1	-2.2	-.2	3.8	-1.9		
	Total	Count	0	1	2	6	4	13	
		Standardized Residual	-1.2	-.7	-.2	.4	1.4		
	Total	Count	0	1	0	1	13	15	
		Standardized Residual	-1.3	-.8	-1.6	-2.0	7.0		
Total			Count	26	33	39	86	34	218

Table 20. Chi square test results (Source: Author’s collection based on SPSS output)

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	173.149 <sup>a</sup>	32	.000
Likelihood Ratio	144.115	32	.000
Linear-by-Linear Association	69.658	1	.000
N of Valid Cases	218		

a. 28 cells (62.2%) have expected count less than 5. The minimum expected count is 1.55.

The key result in the Chi-Square Tests table is the Pearson Chi-Square.

- The value of the test statistics is 173.149
- The corresponding p value of the test statistic is  $p < 0.001$  i.e an extremely little chance of the observed information under the null hypothesis has absolutely no relationship. The null hypothesis is rejected, since  $p < 0.05$  (in fact  $p < 0.001$ )

b. Chi – Square Analysis

**Aim: To test the association between Job Satisfaction and Employee Engagement**

Null Hypothesis (Ho): There is no association between Job Satisfaction and Employee Engagement

Alternate Hypothesis (H1): There is an association between Job Satisfaction and Employee Engagement

Using Mini Tab

Job Satisfaction \* Employee Engagement Cross tabulation

Rows: Based on total experience rating overall satisfaction with the company

Columns: I feel happy and engaged to do my work 4 days/week

Table 21. overall satisfaction with company (Source: Author’s collection based on SPSS output)

Based on your total experience, how would you rate your overall satisfaction with the company \* I feel happy & engaged to do my work at least 4 days/ week Crosstabulation

			I feel happy & engaged to do my work at least 4 days/ week					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Based on your total experience, how would you rate your overall satisfaction with the company	Strongly Disagree	Count	11	3	4	3	4	25
		Standardized Residual	4.6	-.4	-.2	-2.2	.1	
	Disagree	Count	7	15	8	4	0	34
		Standardized Residual	1.5	4.3	.8	-2.6	-2.3	
	Neutral	Count	3	11	19	25	4	62
		Standardized Residual	-1.6	.5	2.4	.1	-1.8	
	Agree	Count	1	3	8	43	14	69
		Standardized Residual	-2.5	-2.3	-1.2	3.0	1.0	
	Strongly Agree	Count	4	1	0	11	12	28
		Standardized Residual	.4	-1.6	-2.2	.0	3.7	
Total	Count	26	33	39	86	34	218	

Table 22. chi Square Tests (Source: Author’s collection based on SPSS output)

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	116.197 <sup>a</sup>	16	.000
Likelihood Ratio	117.273	16	.000
Linear-by-Linear Association	52.302	1	.000
N of Valid Cases	218		

a. 8 cells (32.0%) have expected count less than 5. The minimum expected count is 2.98.

The key result in the Chi-Square Tests table is the Pearson Chi-Square.

- The value of the test statistics is 116.197
- The corresponding p value of the test statistic is  $p < 0.001$  i.e a very small probability of the observed data under the null hypothesis of no relationship.  
The null hypothesis is rejected, since  $p < 0.05$  (in fact  $p < 0.001$ )

c) Chi – Square Analysis

**Aim: To test the association between demographic factors and Employee Engagement**

Null Hypothesis (Ho): There is no association between demographic and Employee Engagement

Alternate Hypothesis (H1): There is an association between demographic factors and Employee Engagement

This hypothesis has been divided into three parts:

- Age
- Gender
- Overall job satisfaction based on total experience in the organization

**Using Mini Tab**

a. Age \* Employee Engagement Cross tabulation

Rows: Age

Columns: My organization celebrates many festivals, conducts variety of functions and programs to keep us rejuvenated for the work (at regular intervals)

Table 23. Results of chi square analysis (Source: Author’s collection based on SPSS output)

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	122.971 <sup>a</sup>	100	.059
Likelihood Ratio	116.074	100	.130
Linear-by-Linear Association	11.970	1	.001
N of Valid Cases	218		

a. 116 cells (89.2%) have expected count less than 5. The minimum expected count is .11.

The key result in the Chi-Square Tests table is the Pearson Chi-Square.

- The value of the test statistics is 122.971
- The corresponding p value of the test statistic is  $p > 0.001$ . The null hypothesis is accepted.

b. Gender \* Employee Engagement Cross tabulation

Rows: Gender

Columns: I feel happy and engaged to do my work 4 time/ week

Table 24. chi square analysis of feel happy & engaged (Source: Author's collection based on SPSS output)

Gender \* I feel happy & engaged to do my work at least 4 days/ week Crosstabulation

			I feel happy & engaged to do my work at least 4 days/ week					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Gender	Male	Count	18	20	27	42	24	131
		Standardized Residual	.8	.0	.7	-1.3	.8	
	Female	Count	8	13	12	44	10	87
		Standardized Residual	-.7	.0	-.9	1.7	-1.0	
Total		Count	26	33	39	86	34	218

### Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	8.372 <sup>a</sup>	4	.079
Likelihood Ratio	8.408	4	.078
Linear-by-Linear Association	.686	1	.408
N of Valid Cases	218		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.38.

The key result in the Chi-Square Tests table is the Pearson Chi-Square.

- The value of the test statistics is 8.372
- The corresponding p value of the test statistic is  $p > 0.001$ . The null hypothesis is accepted.

**c. Employee Engagement \* Overall job satisfaction based on total experience in the organization Cross tabulation**

Rows: Employee Engagement

Columns: Overall job satisfaction based on total experience in the organization

Table 25. analysis of organizational events by chi-square test (Source: Author's collection based on SPSS output)

My organization celebrates many festivals, conducts variety of functions and programs to keep us motivated & rejuvenated for the work (at regular intervals) \* Based on your total experience, how would you rate your overall satisfaction with the company Crosstabulation

			Based on your total experience, how would you rate your overall satisfaction with the company					Total
			Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
My organization celebrates many festivals, conducts variety of functions and programs to keep us motivated & rejuvenated for the work (at regular intervals)	Strongly Disagree	Count	9	8	4	0	3	24
		Standardized Residual	3.8	2.2	-1.1	-2.8	.0	
	Disagree	Count	9	14	12	9	1	45
		Standardized Residual	1.7	2.6	-2	-1.4	-2.0	
	Neutral	Count	6	6	24	11	3	50
		Standardized Residual	.1	-.6	2.6	-1.2	-1.4	
	Agree	Count	0	2	18	39	4	63
		Standardized Residual	-2.7	-2.5	.0	4.3	-1.4	
	Strongly Agree	Count	1	4	4	10	17	36
		Standardized Residual	-1.5	-.7	-1.9	-.4	5.8	
Total	Count	25	34	62	69	28	218	

**Chi-Square Tests**

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	127.652 <sup>a</sup>	16	.000
Likelihood Ratio	124.096	16	.000
Linear-by-Linear Association	62.973	1	.000
N of Valid Cases	218		

a. 5 cells (20.0%) have expected count less than 5. The minimum expected count is 2.75.

The key result in the Chi-Square Tests table is the Pearson Chi-Square.

- The value of the test statistics is 127.652

- The corresponding p value of the test statistic is  $p < 0.001$  i.e a very small probability of the observed data under the null hypothesis of no relationship. The null hypothesis is rejected, since  $p < 0.05$  (in fact  $p < 0.001$ )

### 3.3. Case Study Analysis

#### Case study1 on Infosys

Infosys is an information-based business in India which seeks benefits and customers worldwide. The organizer, Narayana Murphy, was appointed during the transfer after school. A shared vision with 6 personnel is needed and maintained by the whole organization. one is based on moral and "legal enrichment" (DeLong 2006). You will find 4 parts in the info economy that businesses must concentrate on. The Human Capital Manager manages a culture in what the workers are satisfied and prepared to contribute their information, thoughts, and skills. An info wizard is going to help us with the abilities we must look for talented individuals that are distinct enough to help the business of ours. Contact developers build organizational buildings for the HR workplace in the terminology of fixed mail to ensure that workers can work in countries and departments. Designers are prepared to take note of switches in the workforce and in outside sources that are creating quick modify (Mello 2015).

Possible remedies to the dissatisfaction of Infosys workers:

There are lots of issues with Infosys that must be solved. There are lots of possible solutions because the primary issues are with the staff. Nevertheless, utilizing Infosys for the very first time makes it hard to figure out the price of human capital and they also choose employee first. One of the remedies was the HR team were required to incorporate as well as implement changes in the business much more slowly. Employee type in the business said everything for employees but kept the group in the dark. The business might train employees with information that is up to date on the newest technologies. Infosys realized the need to produce a brand to contend with the business but might do so.

The greater number of workers have much more info and the much more transparent the business is, the less confusion there's. Infosys was able to compensate employees that guaranteed to go abroad because visa issues couldn't be resolved. Workers have the suggestion that the commitments are empty because these advantages haven't been paid. It was contrary to the normal framework of Spending human capital. The final blow of a worker was the most crucial brand. This caused great confusion as well as dissatisfaction in the organization since

managers and executives were not able to clarify the situation of workers because they weren't busy.

## **Case study2 on HCL**

### **HCL Technologies places employees first, then customers:**

HCL started with the primary suspect: making cash flow creating an essential demand of organizational culture as well as clients an additional necessity. It appears that the client doesn't be the first option, right? Nevertheless, Nayar was mainly aware that, because of him, he'd developed the required conditions for the improvement of innovative personnel, at a moment which was favorable to the growth and retention of customers. It is not a unique concept. Various organizations, like Zappos, have provided this concept on a smaller scale. HCL had to show that the ingenious involvement of a pro can use a quickly growing integrator of 25,000 pictures. It wasn't as simple as it was at first in Silicon Valley, but HCL started working, focusing on the 3 prescribed procedures: 1) Establish a local authority and overthrow traditional tasks in the organizational pyramid; 2) improve the enthusiasm of workers on a big scale, and 3) provide free rein to organic creativity as well as the promotion of employees.

Results: HCL carries on developing, availability and profitability So where are HCL 5 years after the beginning of social change?

The company has restarted the improvement engine: These vulnerable and vulnerable jobs, influenced by the creativity of workers, will be distinctive in the time of theirs, though they won't perform in an urgent situation, right? The change is right. The quantity of great contextual analysis that this discovery proved helpful during the recession as well as HCL is a great example. more than the past 3 years, HCL's yearly sales return was twenty-five per cent over 3 years. HCL has substantially increased its workforce after 2001. The tips collected by innovative workers led to an additional rise in sales as a result of the useful contribution of HCL.

The output of individual workers is increasing: In 2006, HCL's regular cash flow per worker was about USD 37,000 a year, over USD 10,000 under probably the strongest integrator of Indian buildings. At present, the regular cash flow per worker surpasses USD 50,000 per season, and that is the most effective choice for Indian structural integrators. Relations with personnel appear to assist in solving severe problems.

The weakening of the workforce is decreasing: HCL is a brutal situation of rivals that attempt to entice the very best artists through higher salaries or prices in case they voluntarily run away. At any rate, cash for resource staff is just one of the elements of choice. As exceptions expansion for HCL personnel, permanent losses and net losses are decreased by almost half. The drop is much higher in case the number of published employees is reduced.

Improved customer satisfaction means a long-term payment: A company which reopens the development of its can connect a company employee two times a year but manages the sophisticated team every day. Here, the pursuits of linked and innovative workers are rewarded. Even though HCL ranks second an example of its customers and employees, the business recorded a forty-three per cent expansion in client retention values involving 2008 as well as 2009, implemented by a further twenty-one per cent increase in client satisfaction. Loyalty between 2018 as well as 2019.

### **Case study on Oati employee management**

#### **Contextual investigation on Job Satisfaction of Oati Employees Management Essay**

Employment fulfilment regarding one 's inclination or maybe perspective about the thought of the work of theirs. Employment fulfilment could be influenced by an assortment of elements, for instance, supervision type, association strategies and business, personal satisfaction and pay and so forth. Speculations which hinge on extraneous resources are more frequently adopted by business analysts, but by reference to an alternative wording, although characteristic resources are all of the more ordinarily associated with some other sociologies (Luchak 2003). The greater placated people are inside the activity of theirs, the more fulfilled they're believed to be. Occupation fulfilment cannot be depicted as ideas, although they're linked. Occupation configuration intends to boost representative fulfilment as well as execution through techniques as employment turn, job growth and career advancement. Various impacts on fulfilment include adaptability at your workplace, professional stability, pay, associations with collaborators planning etc. Employment fulfilment is a considerable characteristic which is a lot of the moment estimated by associations. The focal point of the paper is whether the exercise fulfilment overwhelmingly prompts job maintenance. The most commonly recognized method to evaluate work fulfilment and maintenance is completed by making use of rating scales. Questions identified with common working conditions, advancement and pay, job connections, utilization of capacities and aptitudes, maintenance and work exercises have been directed in the poll used. A 5-point scale developed by (Singh 1989) methods functions fulfilment from greatly disappointed to exceptionally fulfill and degree tasks upkeep from unequivocally differ

to securely concur. Bosses must keep the representative from leaving and getting right down to business for various associations. Probably the most perfect means for holding employees is giving the exercise fulfilment and risks to improve the vocations of theirs (Freeman 1978). This design was made up of the help of an examination newspaper (Human asset development rehearses as a determinant of HRD environment as well as quality guidance by Arif H et al. 2005). In this exploration paper, the unit has had things including HRD framework, self-reestablishment framework, advancement framework, work framework, and vocation framework which were originally organized by (Rao 1997). Since the instrument couldn't be discovered, we re-planned the product by altering the five frameworks within Basic performing circumstances, advancement and pay, job connections, utilization of capacities and aptitudes and work exercises. This information was eliminated from a poll which aided us to develop and determine the amount of fulfilment making use of these factors.

The significance of Maintaining Staff The check of trying to keep workers: Its changing facial skin has puzzled superiors as well as entrepreneurs the same. How about the deal with this test? Would you create a work environment which representatives have to remain with, and outcasts must be contracted into?

Fruitful chiefs & internet marketers ask them these and various inquiries because symbolic upkeep matters: High turnover oftentimes abandons workers and clients; leaving representatives to draw a large amount of info with them. This absence of congruity can make it hard to satisfy your association 's goals and work nicely for clients. Replacing representatives' fees money. The cost of supplanting a representative is evaluated as up to be used the person's annual compensation (or greater for specific positions, for instance, center administration), and this also does exclude the expense of dropped info. Recruiting representatives expends a great deal of exertion and time, quite a good deal of it useless. You are by just about all account not the just one out there taking part for competent reps, and profession searchers settle on options reliant on over the aggregate of advantages and compensation. Bringing representatives' up to speed up takes drastically extra time. What is more often, when you are short-staffed, you often must put in extra chance to finish the work.

The three Rs of Employee Retention To keep representatives and prevent fulfilment very high, you've to actualize each one of the three Rs of individual maintenance: prizes, acknowledgement, and regard.

Regard is regarded, uncommon regard, or maybe direct thought given to people. As the pyramid is found, regard is the establishment of maintaining the representatives of yours. Prizes and

acknowledgement are going to have very little effect on the off chance you do not regard workers.

Acknowledgement is characterized as "unique notification or maybe consideration" as well as "the demonstration of witnessing obviously." Many problems with upkeep and resolve take place because the administration is not focusing on individuals' responses and needs. Prizes are the extra benefits you provide past the essentials of regard as well as an acknowledgement that make it worth individuals' energy and time to produce a strong attempt, to care about, for use past the obligation in front of you. While rewards speak to probably the littlest part of the maintenance quality, they're as still a great one. You choose the specific techniques you opt to actualize the 3 Rs, still as a principle, regard should be probably the biggest portion of the endeavors of yours. Without it, acknowledgement & prizes seem to be empty and have minimal influence or maybe they've negative impacts. The enchantment truly is in the mixture of the three.

- Prizes
- Acknowledgement
- Regard

At the stage when you perform the "three Rs" method, you are going to decrease turnover and value the accompanying:

- Increased efficiency
- Reduced truancy
- A progressively charming place of work (for the two representatives and you!)
- Improved advantages

Moreover, a business that actualizes the three Rs is going to make a tough to abandon the working environment, one recognized as having far more to offer representatives than numerous bosses. You come to be a challenging to leave working environment one with a sitting small rundown of candidates for just about any place which grows into accessible deliberately, every working day in turn (Rao 2008).

Models of employment fulfilment Influence Theory (Locke 1976) An assortment of Impact Theory: is the most popular exercise fulfilment model. The main reason behind this hypothesis is the fact that fulfilment is determined by a difference between what a person requirement in a vocation and what a person has in a career. Additionally, the theory expresses that the total amount one qualifies a certain facet of the job (for instance the amount of freedom in a position) directs exactly how fulfilled/disappointed a person gets when wants are/aren't met. At the stage

when an individual quality a certain facet of profession, his fulfilment is all the greater enormously impacted both decidedly (when wants are met) and contrarily (when wants aren't met), contrasted with 1 that does not esteem that feature. To delineate, if Employee A attributes self-governance in the working environment as well as Employee B is actually unconcerned about self-governance, at that time Employee An eventual progressively fulfilled in a put that provides a high amount of self-rule and less fulfilled in a circumstance with nearly no self-sufficiency contrasted with Employee B. This hypothesis also expresses that an over the best feature is going to create much more grounded sentiments of disappointment the more a laborer esteems that element.

### **Disp Two-Factor Theory (Motivator-Hygiene Theory)**

Frederick Herzberg's Two-factor hypothesis (otherwise known as Motivator Hygiene Theory) endeavors to make clear inspiration and fulfilment in the work atmosphere. This hypothesis expresses that fulfilment, as well as disappointment, are driven by numerous variables - inspiration and hygiene components, separately. Spurring things are those parts of the exercise which make people must perform, as well as give people fulfilment, for example, accomplishment in work, acknowledgement, development openings. These propelling variables are regarded as distinctive for the task, or maybe the work completed. Cleanliness factors include areas of the workplace, for instance, pay, organization methods, supervisory methods, and other working conditions. While Hertzberg's unit has invigorated a great deal of exploration, analysts have been not in a position dependably observationally demonstrate the unit, with Oldham and Hackman proposing that Hertzberg's distinctive meaning of the product might have been a methodological artefact. Furthermore, the hypothesis does not think about specific contrasts, and then again anticipating all employees will answer in an indistinguishable means to changes in persuading/cleanliness elements. At lengthy last, the unit has been condemned in it does not indicate just how persuading/cleanliness factors are to be estimated. (Herzberg 1968).

### **Occupation Characteristics Model**

(Oldham, hackman 1971), proposed the job Characteristics Model, and that is frequently used as a framework to think about just how distinct employment characteristics sway on job benefits, which includes hiking fulfilment. The unit expresses that there are five center employment attributes (input), independence, task noteworthiness, task character, and ability assortment which sway three fundamental psychological states (experienced value, experienced

obligation about results, and info on the legitimate outcomes), therefore impacting job benefits (worker's fulfilment, non-appearance, job inspiration, and therefore on.). The five center activity attributes may be consolidated to shape a propelling potential score (MPS) for a vocation, that could be used as a file of just how likely an occupation is usually to influence a worker 's practices and mentalities. A meta examination of concentrates that assess the method of some help is given by the model to the legitimacy of the JCM.

### **Estimation of Employee Retention Model**

An employee Retention Model is a philosophical and lately touted hypothesis. It expresses that to preserve employees, we need to comprehend what they want and do not care for. What they do not care for we've to deal with, focusing on the majority 's requirements. We try to satisfy the basic enormous picture first. When we have got the treatment set up, we've more chances to aid representatives with meeting the individual needs of theirs. We can certainly not fulfil all representatives, but in case we have a working environment that's headed to aid all with joining people like what they do, representatives will almost certainly have to remain in this culture. All groups of people experience 4 phases of the gathering adjustment activity before the team will work to its latent capacity (Tuckman 1970).

Shaping - bunch is starting to control one another, and minor work completes.

Raging - bunch is starting to deal with inside clashes and is are looking through and haggling to just get along. Work is yet negligible.

Norming - bunch individuals are tolerating the jobs of theirs and are clear of the desires of theirs. They fully grasp what they can and have to do. Wellbeing is high so the enterprise is working exceptionally. Every person from the team is considerably more completely ready to help each other.

Performing - bunch individuals are on the entire functioning autonomously, carrying out the responsibilities of theirs to probably the greatest potential. The group is performing at a remarkable degree. The team has figured out how you can expand profitability, share assets, decide, as well as make free fulfilment.

If there's an amazing turnover in staff, many groups are regularly in the initial 2 periods of the Tuckman design. The objective is usually to get whatever number organizations in the work environment as may be anticipated under the conditions to the fourth stage of performing.

## **Employment fulfillment and feelings**

Feelings and temperament while working are the crude components that cumulate to frame the whole of feeling part of career fulfillment. Mind-sets will, in general, be longer enduring however frequently much more fragile problems of the not sure beginning, while thoughts are often progressively excellent, fleeting and have an unmistakable article or perhaps cause. There's a bit of evidence in the writing which state mindsets are identified with typically work fulfillment. Negative and positive thoughts had been the same viewed as identified within common employment fulfillment. Recurrence of encountering net positive perception is going to be a better sign of by and large profession fulfillment than will power of good feeling when it's experienced. Being guideline as well as being labor are also identified with job fulfillment. Being labor (or feeling the executives) alludes to totally different endeavors to oversee eager states and shows. Feeling guideline includes the entirety of the oblivious and cognizant endeavors to create, keep up, or perhaps decline at least 1 segments of a feeling. Albeit initial investigations of the results of passionate labor accentuated its hurtful impacts on laborer's, investigations of laborer's in an assortment of occupations suggest that the outcomes of enthusiastic labor are not accurately negative. It was found that concealment of unsavory thoughts diminishes the enhancement and work fulfillment of charming thoughts creates job fulfillment. The comprehension of how being guideline identifies with hiking fulfillment concerns 2 models:

Enthusiastic discord. Enthusiastic cacophony is a problem of errors between open presentations of thoughts and internal encounters of thoughts, that routinely pursues the process of the feeling guideline. Enthusiastic cacophony is connected to high enthusiastic weariness, minimal hierarchical duty, and minimal employment fulfillment. Social connection model. Choosing the interpersonal connection viewpoint, laborer's being guideline might bring forth reactions from others during relational happenings that by doing this sway their exercise fulfillment. For instance: The aggregation of perfect responses to presentations of beautiful feelings might emphatically affect job fulfillment execution of enthusiastic labor which creates wanted results could put together job fulfillment (Gupta 2009).

## **Connections and reasonable ramifications**

Occupation Satisfaction can be a major pointer of how representatives think about the employments of theirs and an indication of turnover, non-attendance, authoritative citizenship, for example, and work practices. Additionally, job fulfillment could incompletely intercede the

connection between character elements as well as work methods. One basic research finding is that job fulfillment relates to life fulfillment. This connection is equal, which means people who're satisfied with life will, in general, be content with their individuals and activity who're pleased with the activity of theirs will, in general, be pleased with life. Nevertheless, a bit of exploration has protected that job fulfillment is not fundamentally identified with life fulfillment when various elements, for instance, non-work fulfillment and center self-assessments are considered. Concerning the worker's execution, a representative character may be a greater concern than work fulfillment. The connection between job fulfillment as well as delivery is thought to be a misleading relationship; instead, both fulfillments, as well as execution, are the consequence of character (Gupta 2009).

### Sectional Theory

Another important activity fulfillment theory is the Dispositional Theory. It's an incredibly wide hypothesis that recommends that people have intrinsic traits which result in them to have propensities toward a certain amount of fulfillment, paying small brain to one's actions. This strategy converted into a prominent clarification of profession fulfillment considering evidence that exercise fulfillment will, in general, be constant after a little while and crosswise over employments and vocations. Research also shows that indistinguishable twins have relative levels of employment fulfillment. A critical item which restricted the scope of the Dispositional Theory was just the Core assessments Model, suggested by (Judge 1998). The judge contended that 4 Core Self assessments determine one's trait towards labor fulfillment: self-confidence, overall self-adequacy, locus of command, and neuroticism. This model expresses that much more heightened levels of self-belief (the worth one spots on general self-adequacy and his/herself) (the confidence in one's ability) lead to better labor fulfillment. Having an internal locus of command (trusting 1 has strength over her/his claim life, instead of external powers having control) prompts higher profession fulfillment. At last, lower levels of neuroticism lead to better profession fulfillment.

### **Two-Factor Theory (Motivator-Hygiene Theory)**

Frederick Herzberg's Two-factor hypothesis (otherwise known as Motivator Hygiene Theory) endeavors to make clear inspiration and fulfillment in the work atmosphere. This hypothesis expresses that fulfillment, as well as disappointment, are driven by numerous variables - inspiration and hygiene components, separately. Spurring factors are those parts of the exercise which make people must perform, as well as give people fulfillment, for example,

accomplishment in work, acknowledgement, advancement openings. These propelling variables are regarded as distinctive for the task, or perhaps the work completed. Cleanliness factors include areas of the workplace, for instance, pay, organization methods, supervisory methods, and other working conditions. While Herzberg's unit has invigorated a great deal of exploration, analysts have been not in a position dependably observationally demonstrate the unit, with Oldham and Hackman proposing that Herzberg's distinctive meaning of the product might have been a methodological artefact. Moreover, the hypothesis does not think about specific contrasts but anticipating all employees will answer in an indistinguishable means to changes in persuading/cleanliness elements. At lengthy last, the unit has been condemned in it does not indicate how persuading/cleanliness factors are to be estimated (Herzberg 1968).

### **Job satisfaction: a contextual analysis of steel line fabricating organization**

The experience for job fulfilment within the operational atmosphere has developed a great deal of excitement with the most significant of enterprises; be which usually as it might, the thought of profession fulfilment evades the majority of Associations cannot look for job fulfilment for being experienced by laborer's usually, however about the off possibility which they intentionally actualize mediations, the world created can generate excellent fulfilment concentrations. Human reaction drives individuals to be interested more frequently, and it's generally considerable for groups to manage this longing to support or increment their productivity. Even though it tends for being stated in the beginning that money stands out as the important encouragement for representative fulfilment, it isn't the primary ignite that influences the drive of an individual. This unique assessment meant to put together what needs to be easy to boost job fulfilment within an SMME fabricating company. Steel line fabricating company can be an SMME developer and is situated around Phoenix Manufacturing Park, Durban. When it comes to the reasons behind this research judgment reviewing was used. The people for that circumstances research had been browsed Steel line producing a group. Seventy-one subjects accomplished a web-based poll that spoke to some response speed of ninety-four per cent. The information gathered was bust awful making use of contextual research evaluation. This research discovered that, in addition to the financial expansion, correspondence and profession improvement, in the same way, affect jobs fulfilment in Steel line. With respect towards the publishing, money was considered the most seated outward ideas while a sensation of success was viewed as a great quality convincing issue. The breakthroughs from this evaluation have considerable ramifications due to the approach by which Steel line oversee associates relating to fulfilment. It might not usually be monetarily easy for Steel line

to make use of, maintain or even improve staff members who are principally influenced by cash relevant rewards. As requirements happen to be, Steel line could intentionally overcome this examination by creating the work of theirs about feature variables of job fulfilment. A suggestion which would result in this specific exploration is the fact that the Steel line must perform monthly to month financial dependent stretch development goal. In addition to that, Steel line should see associates within their development arranging within the hard work atmosphere which in turn could emphatically influence employees characteristically. This situation will be generally beneficial to each organization and associates as it would help employee motivation and would ensure the care of experience and aptitude.

### **Guidelines and limitations:**

Estimating Employee Engagement:

Symbolic determination is usually uncovered within just a few different methods, which includes 'beat' to per annum research, observing adjustments within the constant damage speed, increment within the number of referrals and development in business and profitability.

Step by step instructions to Measure Employee Engagement

Stage 1-Listen The business should tune in to his representatives' and recall this's a chronic process. The data representatives supply will give guidance. This's the best way to identify the concerns of theirs. At the point when pioneers tune in, representatives react by getting progressively locked in. This results in expanded efficiency and worker maintenance.

Step2-Measure current amount of worker commitment Employee commitment review let us realize what level of commitment the representatives are working. Adaptable worker overview is going to give a beginning stage towards the endeavors to improve representative commitment. This kind of analysis is an indicative device of the decision in the battle for the hearts of representatives.

Step3-Identify the issue regions Identifying the issue territories sees and those are the distinct zones, which result in withdrew workers.

Step4-Taking activity to improve representative commitment by following up on the issue zones Nothing is more disheartening to workers than to be requested the input of theirs and see absolutely no development toward goals of the issues of theirs. Certainly, even the littlest moves made to address concerns are going to tell the staff the way their information is esteemed. Feeling esteemed will help resolve, inspire and empower future info. Creating a move begins

with tuning in to representatives' input along with a conclusive activity plan should be set up at last.

### **Findings:**

The factors that promote employee engagement in info technology are:

1. They're sponsored by the company
2. Motivation
3. Custom customized settings
4. Training and development
5. Feedback
6. Peer cohesiveness

**The factors that contribute to job satisfaction and organization success are the following:**

1. Better relationship with my boss
2. Development and training opportunities
3. Involvement with our colleagues
4. Challenges in the job

### **Benefits to organization**

1. Commitment of the staff and team spirit, creativity and commitment of organization plans and objectives
2. Attract others as current employees. Strengthen employee trust structure
3. Create loyalty in a competitive environment.
4. Enriches learning and improve the spirit
5. Identify the environment in which energy services are available
6. Improve overall organization effects.

### **Scope of this study**

- Various IT companies in India have been analyzed on the aspects of job satisfaction and responsibility and employee engagement programs.

- It has been designed to understand the different engagement programs in which employees are involved.
- It Helped me to understand the relationship between employee engagement and job satisfaction.
- Research has helped to identify the investing nature in Bangalore and get what they are interested in saving and financing.
- This study reflects various IT practices. This lesson also helps me to understand several factors that influence job satisfaction.
- Further research on employee outcomes and satisfaction in the IT area.

### **Limitations of the study**

- Time constraint was the fundamental confinements of the investigation.
- The researcher had to draw conclusions from the information given by the IT companies. Their answers may not be entirely true.
- The results are only a reference to the current scenario and may not be applicable in future.
- Respondents may not enter the correct information in the questionnaire.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

- Based on all the above, we can conclude that there is an intense need to highlight the good relationship between employee satisfaction and worker engagement.
- This research highlighted work security and safety and development possibility of staff, whereby supervisors must concentrate on in order to attain high engagement in addition to overall performance recognition.
- As described by (Macey 2009), the HR would be a mix of employment satisfaction guidelines and implementation to meet the requirements of employees within the overall performance of their duties, and consequently, a framework which often consists of an inner training method and promoting opportunities must be effectively developed as well as established.
- In most of the relationship among organization and employees must gain every individual what they are looking for happiness, achievement and work- company try to get the things they need to have from employees.
- When evaluating the hypothesis, the researchers observed that you needed to have links somewhere between demographic factors-Age and employee engagement, department, position, income as well as family members in terms of size. Additionally, even more, no significant organization can be witnessed concerning employee engagement as well as other demographic factors like gender, past experiences, and then overall knowledge within the Company.
- Companies can also be pleased with their organization and work, motivating the employees of theirs to advance the careers of theirs. Thus, you can find very few organizations with applications for workers to enable them to boost their careers.

### Recommendations:

- The present work environment has changed substantially. The process by which we must expect engagement from leaders to happen. Thus, the supervisors are going to have strategies or perhaps manage other contextual issues to provide full employee engagement.
- A guide can improve employee management programs and employee performance along with Supervisors should provide feedback and support staff and managers are

supposed to clearly understand where the employee has been administered and recognize the benefits of boosting the workforce.

- Employees are free to share ideas, difficulties, hopes and feelings. Listening to the issues of employees at the office and reacting to their constructive needs increases the number of employees constructively pleasure.
- A work environment where employees are satisfied to have fun. We must enjoy working to boost the satisfaction of the employees of ours. Naturally, encourage employees to guide others to work on it. Employee engagement, hard work-For companies, unusual work, this's a great indication of job satisfaction.
- In nearly all IT industry, Staff can achieve greater results every day by registering weaknesses and hobbies to improve the skills of theirs. The industry must train the employees of its in innovative seminars. functional things, Cooperation and Teamwork between them to bring innovative ideas to employees.
- Research indicates that employees must determine the way their behavior affects them. For instance, workers must manage the behavior of theirs, Business models and expectations from clients. To analyses that the organization should provide human interaction seminar with tools as Johari Window to get to know better.
- In the area of info technology, lots of tasks are complicated and demanding. In principle, Job design has no hope for innovation because projects outcomes should be as a client 's expectations and buyer 's customer processes lead to unchanged capabilities. Team leaders can offer them freedom and feel accountable for the outcomes of theirs. Then the worker won't find hard to work and can learn more. Many employees believe in their work demand, challenging, significant and designed making the job interesting.

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## **ANNEXES**

## Annex 1

### QUESTIONNAIRE

#### A study on job satisfaction and employee engagement practices in IT sector in INDIA

Dear Sir / Madam,

Greetings from Ms. Sai Priyanka Polareddy from University of Eka (Ekonomikas UN Kulturas Augstskola),Riga.

As an integral part of my Thesis, I am undertaking a study on the “**job satisfaction and employee engagement practices in IT sector in INDIA**”.

Therefore, I request we to answer a few questions.

Kindly note this information will be ‘totally confidential’ and shall be used for academic purposes only.

Thanks in advance for our time & support,

Ms. Sai Priyanka Polareddy

Mobile no: +37125368667

Email id: [polareddy.saipriyanka@gmail.com](mailto:polareddy.saipriyanka@gmail.com)

Kindly fill in our details OR tick mark the appropriate answer

1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

- Name:
- Age:
- Gender:
- Education:
- Current company:
- Our total experience (in years):
- Have we received any recognition?

- a) Yes
- b) No

**A. Satisfaction with the work**

1. I am satisfied with my current role/position in the project.

SA	A	N	DA	SD
5	4	3	2	1

2. My company encourages individual initiative and I make full use of my skills, abilities and challenges on the job.

SA	A	N	DA	SD
5	4	3	2	1

**B. Pay & Benefits Satisfaction**

3. I am getting paid & given benefits enough for the work I do in this company.

SA	A	N	DA	SD
5	4	3	2	1

4. I am satisfied with the perks and benefits available to me for my performance in the project / contribution by me.

SA	A	N	DA	SD
5	4	3	2	1

**C. Promotions / Career Advancements**

5. I have exciting career growth opportunities in this company.

SA	A	N	DA	SD
5	4	3	2	1

6. My company gives me opportunities and enough support by Training & Development / Learning Development Programme for career growth.

SA	A	N	DA	SD
5	4	3	2	1

**D. Supervisory Considerations (Instruction/guidance/promotion of teamwork and participation)**

7. My manager facilitates me professionally and/or personally

SA	A	N	DA	SD
5	4	3	2	1

8. The suggestions, comments, opinions given by me at work are welcomed by my superior/ Manager.

SA	A	N	DA	SD
5	4	3	2	1

**E. Motivation**

9. I am motivated continuously to produce great quality work & contribute in the project / company

SA	A	N	DA	SD
5	4	3	2	1

10. My loyalty and sincere efforts are recognized in the project / company.

SA	A	N	DA	SD
5	4	3	2	1

**F. Level of Engagement**

11. I feel happy & engaged to do my work at least 4 days/ week

SA	A	N	DA	SD
----	---	---	----	----

5	4	3	2	1
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12. My organization celebrates many festivals, conducts variety of functions and programs to keep us motivated & rejuvenated for the work (at regular intervals)

SA	A	N	DA	SD
5	4	3	2	1

### G. Overall Job Satisfaction

13. I will recommend this company to a close friend / relative of mine to consider joining my company for their career.

SA	A	N	DA	SD
5	4	3	2	1

14. What is our level of satisfaction on the following job factors

a. Job Security

SA	A	N	DA	SD
5	4	3	2	1

b. Appreciation (from reporting manager &/or management)

SA	A	N	DA	SD
5	4	3	2	1

c. Company policy and management practices

SA	A	N	DA	SD
5	4	3	2	1

d. Salary

SA	A	N	DA	SD
5	4	3	2	1

e. Supervision

SA	A	N	DA	SD
5	4	3	2	1

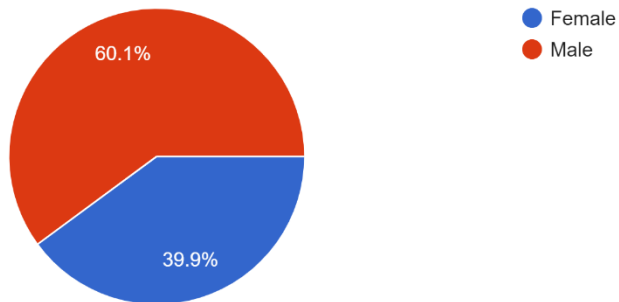
f. Ease of working with employer, team & peers

SA	A	N	DA	SD
5	4	3	2	1

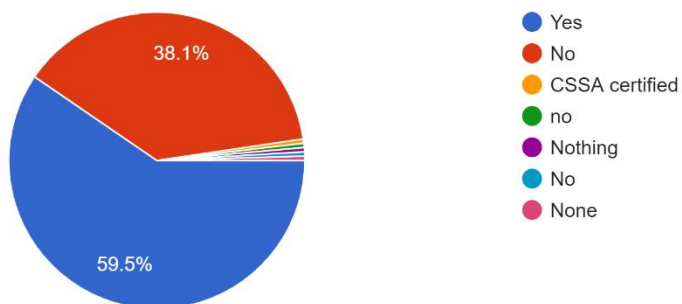
15. Based on our total experience, how would we rate our overall satisfaction with the company

SA	A	N	DA	SD
5	4	3	2	1

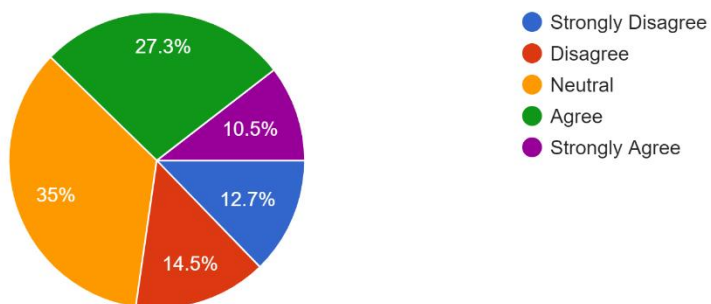
Gender  
218 responses



Have you received any special recognition(s)  
215 responses

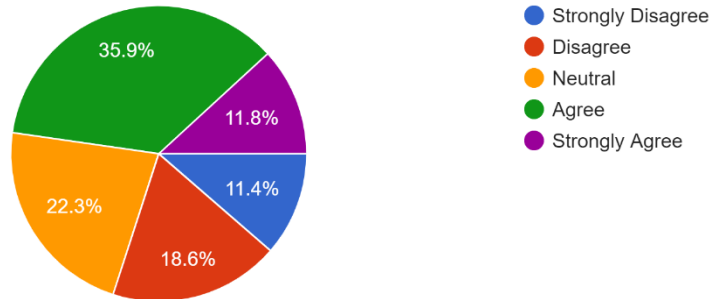


1. I am satisfied with my current role/position in the project.  
218 responses



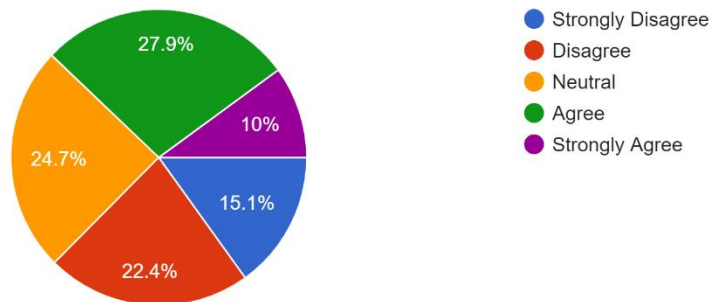
2. My company encourages individual initiative and I make full use of my skills, abilities and challenges on the job.

218 responses



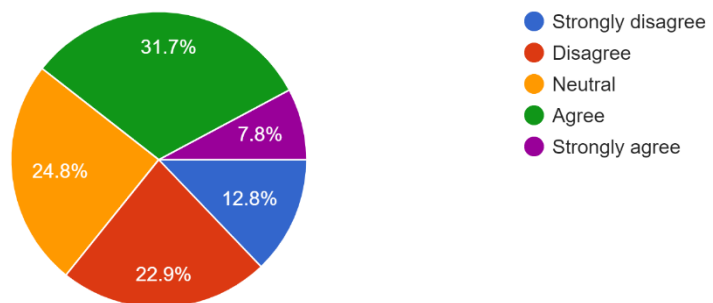
3. I am getting paid & given benefits enough for the work I do in this company.

218 responses



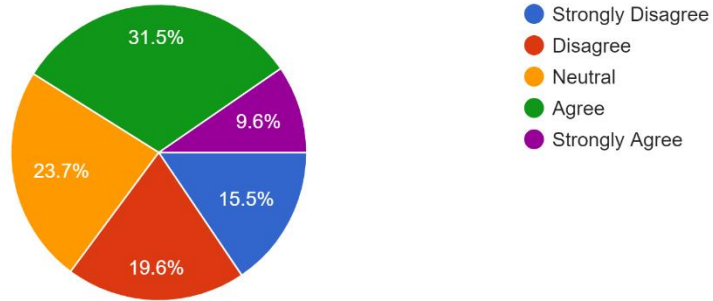
4. I am satisfied with the perks and benefits available to me for my performance in the project/contribution by me.

218 responses



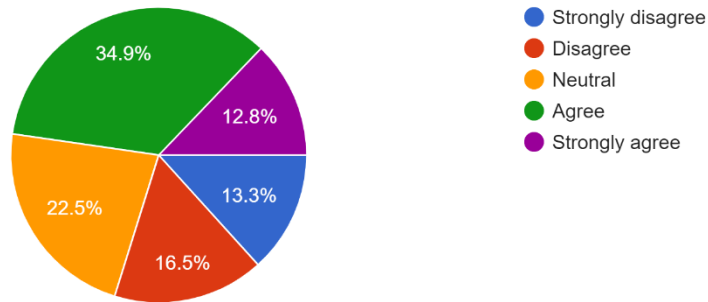
5. I have exciting career growth opportunities in this company.

218 responses



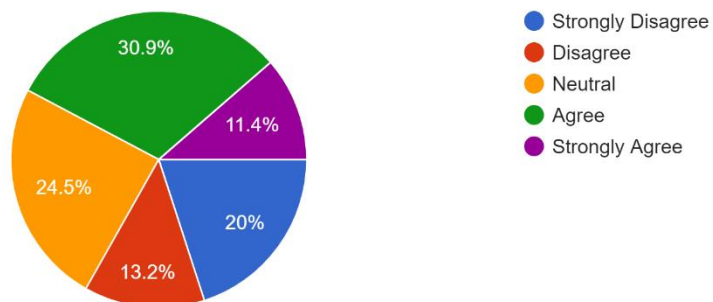
6. My company gives me opportunities and enough support by Training & Development / Learning Development Programs for career growth.

218 responses



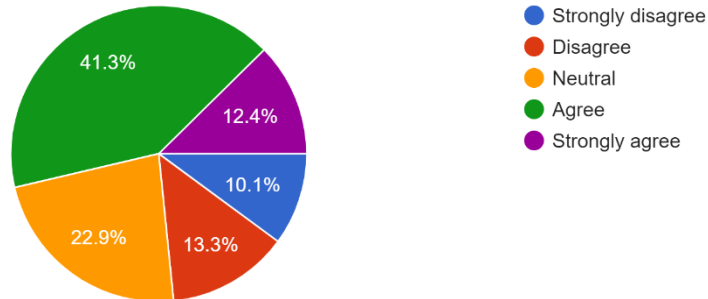
7. My manager facilitates me professionally and/or personally

218 responses



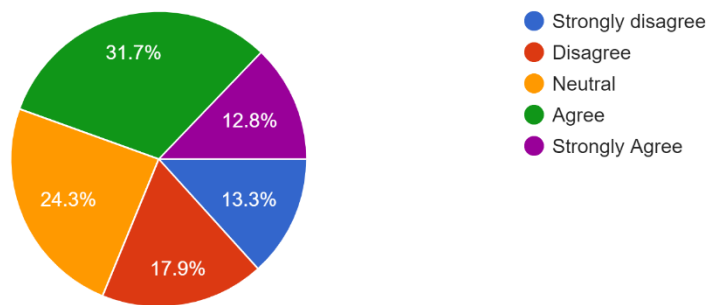
8. The suggestions, comments, opinions given by me at work are welcomed by my superior/ Manager.

218 responses



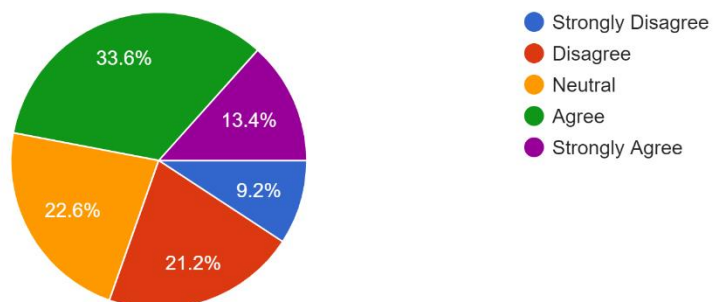
9. I am motivated continuously to produce great quality work & contribute in the project / company

218 responses



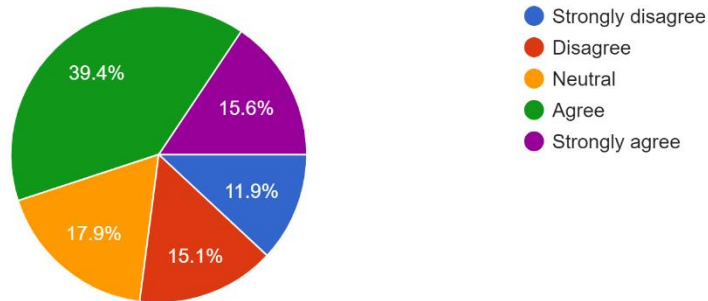
10. My loyalty and sincere efforts are recognized in the project / company.

217 responses



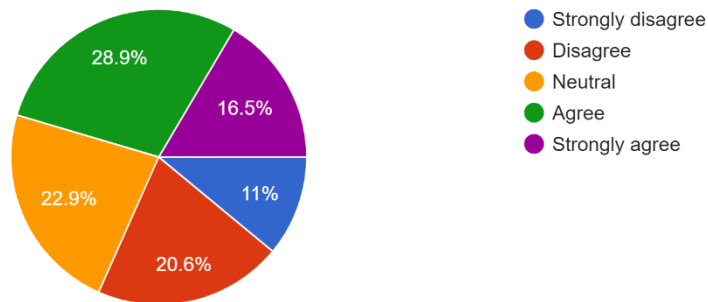
11. I feel happy & engaged to do my work at least 4 days/ week

218 responses



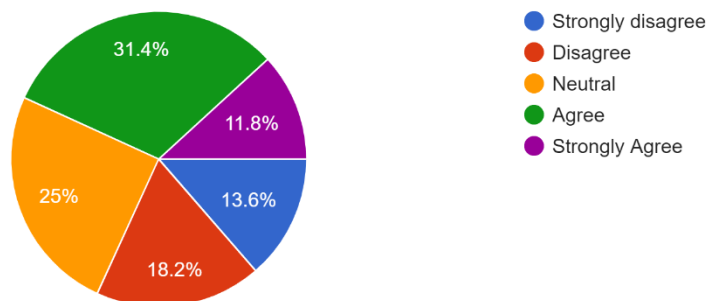
12. My organization celebrates many festivals, conducts variety of functions and programs to keep us motivated & rejuvenated for the work (at regular intervals)

218 responses



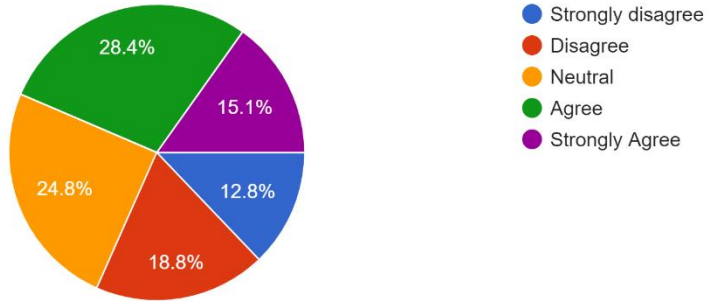
13. I will recommend this company to a close friend / relative of mine to consider joining my company for their career.

218 responses



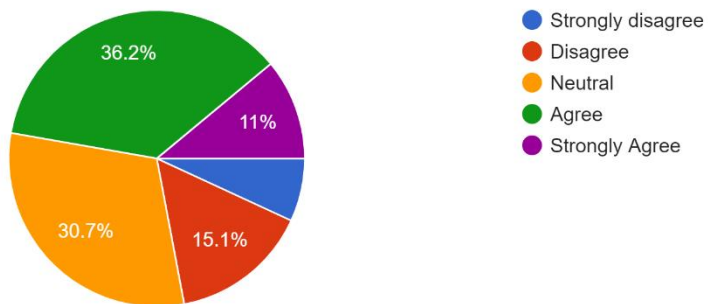
a. Job Security

218 responses



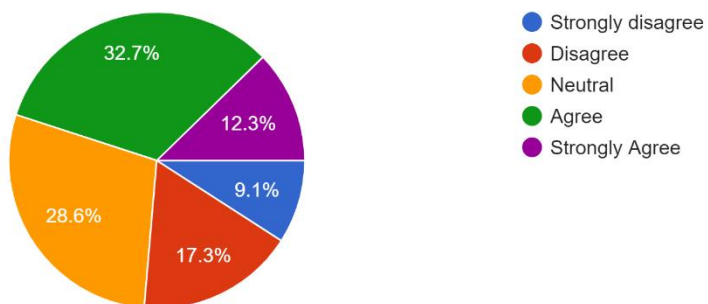
b. Appreciation (from reporting manager & /or management)

218 responses



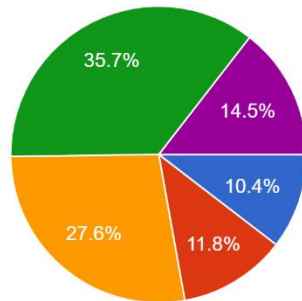
c. Company policy and management practices

218 responses



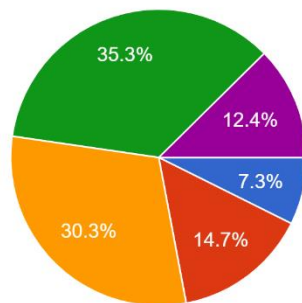
#### d. Salary

218 responses



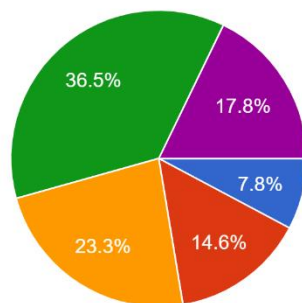
#### e. Supervision

218 responses

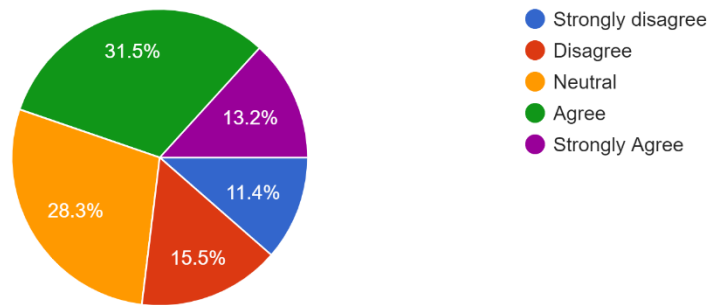


#### f. Ease of working with employer, team & peers

218 responses



15. Based on your total experience, how would you rate your overall satisfaction with the company  
218 responses



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**THE UNIVERSITY OF ECONOMICS AND CULTURE**

Study Programme: \_\_\_\_\_

**REVIEW BY THE ADVISER OF MASTER’S THESIS**

**Student:** \_\_\_\_\_

**Theme of the Master’s**

**Thesis:** \_\_\_\_\_

Requirement achievement rate,%:            Fail (F)    Below Average (BA) Average (A) Outstanding (O)

(Not Completed 0% - Fully Completed 100%) 0 - 39            40 - 59            60 - 79            80 - 100

<b>The Assignment Structure:</b>	<b>Assessment criteria</b>	<b>F</b>	<b>B A</b>	<b>A</b>	<b>O</b>
<b>Introduction</b>	Topicality of the theme and issues under study	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Subject and scope of the study are clearly formulated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The aim and the tasks of the study are defined clearly and are reasonable and measurable.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The study's hypothesis (es) or research question (s) explicit stated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The suitability and diversity of research methods in relation to the aim of the Assignment and research study.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Innovative elements of work clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Theoretical and practical value of the study has been clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Theme restrictions are precisely and clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Analytical review</b>	Clear and logical structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The identified problem is supported on the basis of critical assessment of the literature, research, information sources and situation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Sufficient and extensive base of bibliography and information sources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Approaches to justify the chosen problem are appropriate and methods are correctly supported	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The scientific gap is clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Methodology</b>	Clear and logical structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Innovation elements are defined and described	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The study's methodology is well chosen and justified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Results</b>	Clear and logical structure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Appropriate methods used in the study (estimation quality)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Logical and clear interpretation of the study results and evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The validity of the results of the study are examined, the results have been presented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Conclusions and Recommendations</b>	Conclusions cover and are inferred from all the study	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Conclusions are specific, supported by arguments and facts and show causal links	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Recommendations are inferred from the study and are based on the conclusions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Recommendations are concrete, targeted and sufficiently substantiated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The results of the hypothesis testing have been described	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>The Overall Conclusion about the Assignment in Relation to the Requirements</b>					
<b>Technical Quality, Compliance with the Requirements</b>	The total length of the Assignment is sufficient and its parts are proportionate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Formatting of the Assignment meets the requirements of the Guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The text contains references to all sources of information used	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The number of sources of information used meets the requirements of the Guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Scientific Quality</b>	Research theme has scientific significance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Clear content outline and compliance with the theme of the Assignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The objective of the study is achieved, the raised hypotheses have been tested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The study is based on the analysis of extensive scientific database	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The Assignment clearly describes the methodology and research methods have been correctly applied	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The Assignment has developed significant scientific novelty items	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Visual and Linguistic Quality</b>	Text outline and the results are presented in a clear and readable way (tables, graphs, diagrams)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Appropriate use of terminology and academic language	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	The Assignment does not contain grammatical and stylistic errors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**The main results of the Master's thesis, identified deficiencies:**

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**The evaluation of creative collaboration between the Adviser and the Student (planning, purposefulness, etc.):** \_\_\_\_\_

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Recommendation for the submission to the defense of the Assignment:  
**allow/disallow**(*underline the relevant*)

Adviser: \_\_\_\_\_  
 \_\_\_\_\_

(Name, Surname, Position, Scientific Degree)

In Riga, Date: \_\_\_\_\_

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(Signature)

## Author's Declaration

I hereby declare that Master's thesis "Job satisfaction and employee engagement practices in IT sector in India " has been written independently, it neither violates the other party's intellectual property rights nor includes plagiarism, i.e., another person's creative assets' further expression in my own name. Other sources, definitions and quotations are cited with appropriate references. The other authors' study results and data sources are provided with the references. The Assignment has never been published and is submitted to the defense for the first time to

\_\_\_\_\_com  
mission. (Specify the type of commission: State Final Examination Commission, the Research Paper Defense Commission, the Project Defense Commission)

I hereby certify that the text file of the Assignment uploaded to the Moodle system of the University of Economics and Culture is identical to the printed version of the Assignment

\_\_\_\_\_  
\_\_\_\_\_ /

(Student Signature)

(Name, Surname)

Date \_\_\_\_\_