



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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**EMPLOYEE SATISFACTION- A STUDY OF HCL LIMITED**

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**SINGHANIA UNIVERSITY**  
**PACHERI BARI – 333 515**

**ABSTRACT**

*Job satisfaction has not lost its fame as an important measure to help assess employee perception and ownership about the work. Out of the many applaudable reasons for this distinct fame, one may be that job satisfaction is itself made up of a number of constructs like pay, nature of work and supervision, promotions etc and leads to a number of outcomes held in high primacy by the organizations. The current study assesses to study and understand the job satisfaction among the employees and other professionals of HCL. It also analyzes the various factors influencing job satisfaction and give suggestions for improving the same. This study have analysed that although paying the employees poorly will likely not attract high quality employees to the organization, or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment.*

**KEYWORDS**

Employees, Environment, HCL, Job Satisfaction.

**INTRODUCTION**

HCL Technologies is one of India's leading global IT Services companies, providing Software led IT Solutions, remote infrastructure management services and BPO. The company leverages an extensive global offshore infrastructure and its global network of offices in 16 countries to deliver solutions across select verticals including Financial Services, Retail and Consumer, Life Sciences Aerospace, Automotive, Semiconductors, Telecom and MPE (Media Publishing and Entertainment). For the ending 31<sup>st</sup> March 2011, HCL Technologies, along with its subsidiaries had revenue of US \$ 1.7 billion and employed 48, 802 professionals.

The company has ventured into the field of IT training with an objective to meet the increasing demand for skilled professionals from organizations across the country. It has specially designed programs in high-end Software, Hardware and Networking solutions. There are more than 130 fully operational HCL training centers in all the major locations across the country. As the fountainhead of the most significant pursuit of human mind (IT), HCL strongly believes, "Only a Leader can transform you into a Leader" HCL Career Development Centre (CDC) is a formalization of this experience and credo which has been perfected over three decades. It is an initiative that enables aspiring individuals to benefit from HCL's longstanding expertise in the space and become Industry ready IT professionals.

**JOB SATISFACTION**

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self satisfaction, happiness or self contentment but the satisfaction on the job. The happier people are within their job, the more satisfied they are said to be. The term relates to the total relationship between an individual and the employer for which she/he is paid. Satisfaction does mean the simple feeling-state accompanying the attainment of any goal; the end-state is feeling accompanying the attainment by an impulse of its objectives. Job satisfaction does mean absence of motivation at work. Research workers differently described the factors contributing to job satisfaction and job dissatisfaction. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups.

Job satisfaction relates to an individual's general attitude towards his job. It is a complex of several attitudes possessed by the worker. Blum defines job satisfaction as a general attitude which a worker has as a consequence of several specific attitudes in the following three areas: job factors, individual adjustment and group relationship outside the job. A job provides monetary benefits as well as satisfaction. Employees feel satisfied and happy while working on jobs or after completing jobs. Similarly, they may also develop negative attitudes on the satisfaction scale. Employees perceive jobs as satisfying or dissatisfying. Sometimes the employee's perception may not be in consonance with reality. However, cognitive satisfaction is the important factor to understand employee's satisfaction.

**FACTORS DETERMINING JOB SATISFACTION**

Factors affecting jobs are the main factors of job satisfaction, which may be challenging work, Reward systems, working conditions, colleagues, learning and personality. Many employees prefer challenging jobs as they acquire mental satisfaction. Many times people feel bored if a job is too simple and routine, but many employees also enjoy simple and routine jobs. The job characteristics are important factors for providing satisfaction. Reward systems, equitable rewards, equal pay for equal work, promotion avenues etc. are satisfying factors. Money is important to employees having unfulfilled basic and safety needs but their attitudes towards change once they are satisfied with their basic needs. Fairness in promotion, unbiased attitude of the management, responsibilities and social status are the factors that are said to be providing satisfaction to employees. Working conditions influence employee level of satisfaction. Under conducive working conditions, people prefer to work hard while in an adverse atmosphere people avoid work. Working conditions not only include the physical relationship between the employees and their managers have an important bearing on job satisfaction. Job satisfaction is greater in case the authority is sympathetic, friendly and willing to help the employees. Employees feel satisfied when their views are listened to and regarded by their higher authorities. The perception and personalities of employees are the deciding factors of job satisfaction. Personal attitudes and perceptions are the employees' angles of satisfaction, which should be taken into consideration while motivating people to arrive at job satisfaction.

**IMPACT OF JOB SATISFACTION**

Job satisfaction has a positive impact on productivity, presence and performance. Job satisfaction induces employees to remain with the organization. The behavior of an employee is improved when he works with satisfaction. The turnover is increased with satisfied employees and satisfied sales force. Market conditions, job opportunities, length of work tenures, promotional policies along with satisfied sales force will increase sales.

Dissatisfied employees prefer the channels of exit or neutral productivity. They do not like to work hard or demonstrate their capacities. They continue to work as routine and uninterested persons. If they are pressurized to unhealthy and disinterested jobs, they prefer to leave the jobs. Loyalty declines and criticism of the organization increases. Ultimately the image of the organization will suffer a lot.

Job design is created to help employees to get satisfaction perform better. The job content, functions and relationships are well designed to motivate employees for better results and achievement of organization goals.

**REVIEW OF LITERATURE**

Jaime Bonache, (2005) indicated that among expatriates, repatriates and domestic employees, there are some significant differences in the satisfaction ratings on job characteristics, career prospects, and internal communication. Rahman Abdul et.al (2008) revealed that job satisfaction and organizational commitment had negative effect on turnover intentions, whereas perceived alternative job opportunities had significant positive correlation with turnover intentions and is the major factor associated with turnover intention among IT Professionals in Pakistan. Saad H.S. et.al (2008) analyzed ten variables to measure Quality Work Life (QWL) namely support from organization, work-family conflict, relationship with peers, self competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. All these variables are tested the relationship with job satisfaction. The test indicated that each of the QWL variables on its own is a salient predictor of Job Satisfaction. However, 7 QWL variables are no longer significant predictors for job satisfaction when all the 10 QWL variables are entered into the regression equation. Using multiple linear regressions, only 3 QWL variables meaningfulness of job, optimism on organizational change and autonomy) are significantly related to Job Satisfaction. Hayat M. et.al (2010) showed high job-satisfaction levels, insignificant staff turnover rate, and major dissatisfaction regarding emolument and packages among National Highway Authority employees. Furthermore, employees felt that instead of performance-based compensations, decisive factors were seniority, relationships and political influence. They also feel that Salary increase will enhance transparency, suppress corruption and increase performance of the employees.

**OBJECTIVES OF THE STUDY**

- To study and understand the job satisfaction among the employees and other professionals of HCL.
- To study the various factors influencing job satisfaction and give suggestions for improving the same.

**RESEARCH METHODOLOGY**

A sample design was constructed for the purpose of study including population all the employees of HCL CDC from assistant to managerial level who are the employees of HCL CDC present at Chandigarh Office. 50 employees from the total population are being selected. The samples are selected on the basis of convenience. Out of these 50 employees distribution is as follows:

Departments/ type of employees	Sample taken
Assistant and employees	30
Technical Engineers	17
Managers	3
Total	50

For collecting the data a survey was conducted amongst employees using questionnaires. For analyzing the data, Simple Percentage analysis and Two-way analysis are being used.

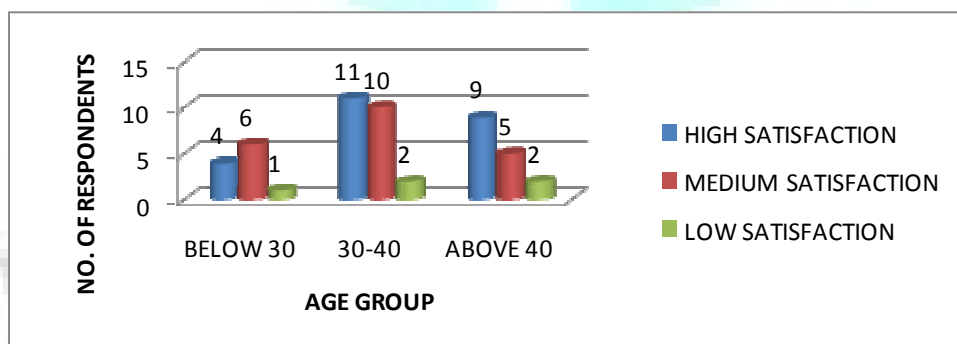
**ANALYSIS AND INTERPRETATION**

As per the two way analysis , it is analyzed that the respondents who falls between the score as up to 50 indicates less satisfaction of the respondents, from 51 – 70 are got average satisfaction and 71 – 100 respondents are highly satisfied.

**TABLE 1: RELATIONSHIP BETWEEN AGE AND LEVEL OF SATISFACTION**

AGE	LEVEL OF SATISFACTION			TOTAL
	HIGH SATISFACTION	MEDIUM SATISFACTION	LOW SATISFACTION	
BELOW 30	4 (36%)	6 (55%)	1 (9%)	11
30-40	11 (48%)	10 (43%)	2 (9%)	23
ABOVE 40	9 (56%)	5 (31%)	2 (13%)	16
<b>TOTAL</b>	<b>24</b>	<b>21</b>	<b>5</b>	<b>50</b>

**CHART 1: RELATIONSHIP BETWEEN AGE AND LEVEL OF SATISFACTION**

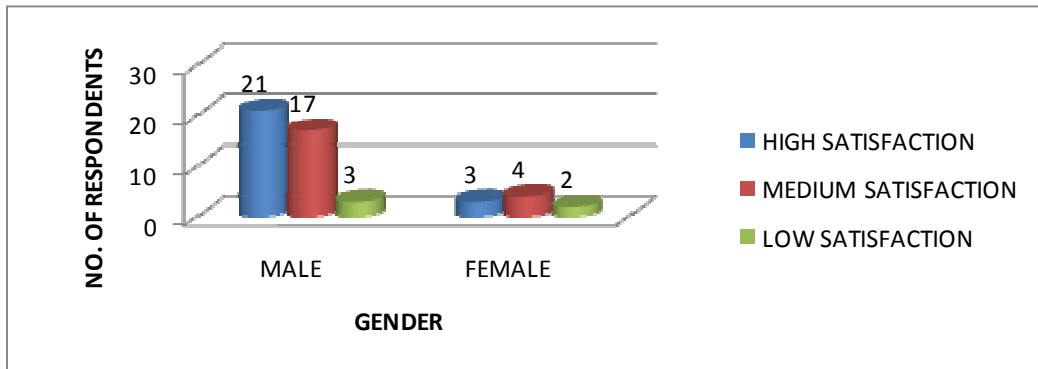


This reveals that the percentage of highly satisfied is in the above 40 group (56%) and 48% of highly satisfied in the middle age group and followed by young age group.

**TABLE2: RELATIONSHIP BETWEEN GENDER AND LEVEL OF SATISFACTION**

GENDER	LEVEL OF SATISFACTION			TOTAL
	HIGH SATISFACTION	MEDIUM SATISFACTION	LOW SATISFACTION	
MALE	21 (51%)	17 (41%)	3 (8%)	41
FEMALE	3 (33%)	4 (45%)	2 (22%)	9
<b>TOTAL</b>	<b>24</b>	<b>21</b>	<b>5</b>	<b>50</b>

CHART 2: RELATIONSHIP BETWEEN GENDER AND LEVEL OF SATISFACTION

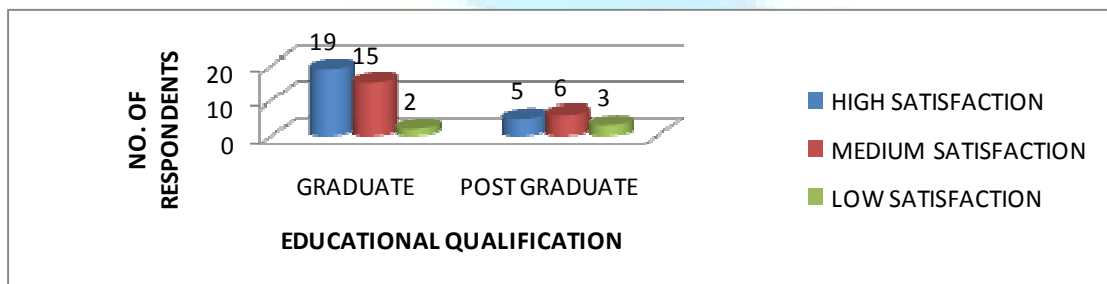


It is clear from the above chart that percentage of highly satisfied (51%) is in the male group followed by the female group. The percentage of medium satisfied is highest (45%) in female group.

TABLE3: RELATIONSHIP BETWEEN EDUCATIONAL STATUS AND LEVEL OF SATISFACTION

EDUCATIONAL QUALIFICATION	LEVEL OF SATISFACTION			TOTAL
	HIGH SATISFACTION	MEDIUM SATISFACTION	LOW SATISFACTION	
GRADUATE	19 (53%)	15 (42%)	2 (5%)	36
POST GRADUATE	5 (36%)	6 (43%)	3 (21%)	14
<b>TOTAL</b>	<b>24</b>	<b>21</b>	<b>5</b>	<b>50</b>

CHART 3: RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION AND LEVEL OF SATISFACTION

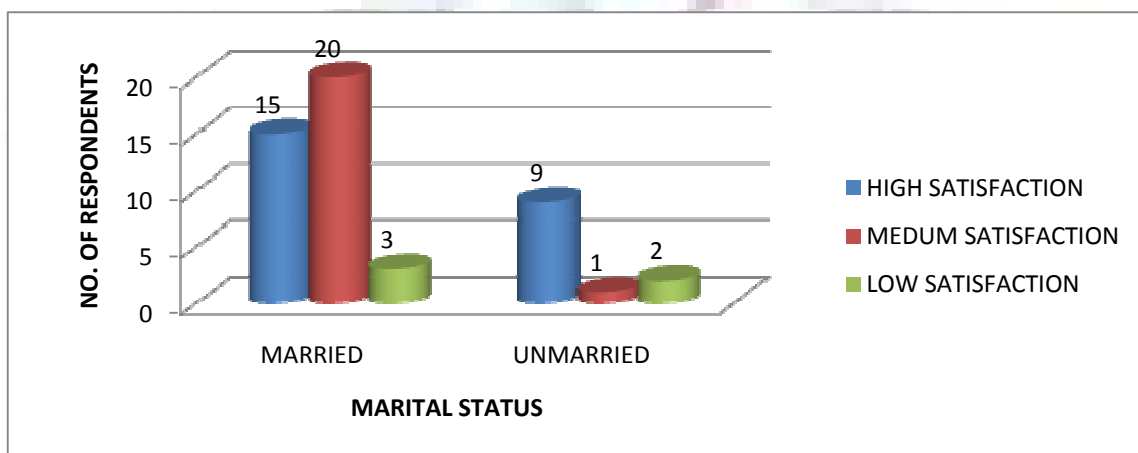


From the above table the percentage of highly satisfied is more among the respondents of graduate level group (53%) and followed by the post graduate group (36%). Percentages of post graduate respondents (21%) are more dissatisfied than graduates.

TABLE4: RELATIONSHIP BETWEEN MARITAL STATUS AND LEVEL OF SATISFACTION

MARITAL STATUS	LEVEL OF SATISFACTION			TOTAL
	HIGH SATISFACTION	MEDIUM SATISFACTION	LOW SATISFACTION	
MARRIED	15 (39%)	20 (53%)	3 (8%)	38
UNMARRIED	9 (75%)	1 (8%)	2 (17%)	12
<b>TOTAL</b>	<b>24</b>	<b>21</b>	<b>5</b>	<b>50</b>

CHART4: RELATIONSHIP BETWEEN MARITAL STATUS AND LEVEL OF SATISFACTION



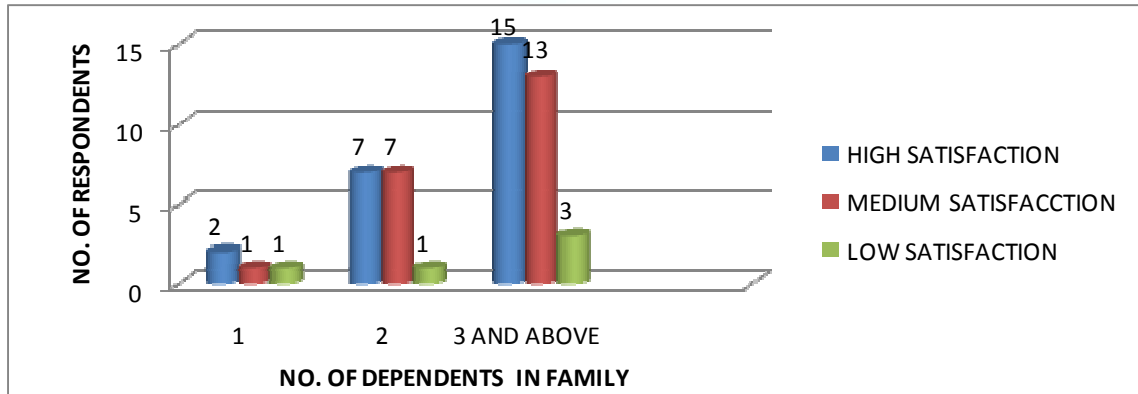
The above table reveals that the percentage of highly satisfied is in unmarried group (75%) followed by married group (39%). And in medium satisfaction highest percentage is in married group (53%) and followed by unmarried group.



TABLE 5: RELATIONSHIP BETWEEN NO. OF DEPENDENTS AND LEVEL OF SATISFACTION

NO OF DEPENDENTS	LEVEL OF SATISFACTION			TOTAL
	HIGH SATISFACTION	MEDIUM SATISFACTION	LOW SATISFACTION	
1	2 (50%)	1 (25%)	1 (25%)	4
2	7 (47%)	7 (47%)	1 (6%)	15
3 AND ABOVE	15 (48%)	13 (42%)	3 (10%)	31
<b>TOTAL</b>	<b>24</b>	<b>21</b>	<b>5</b>	<b>50</b>

CHART 5: RELATIONSHIP BETWEEN NO. OF DEPENDENTS AND LEVEL OF SATISFACTION

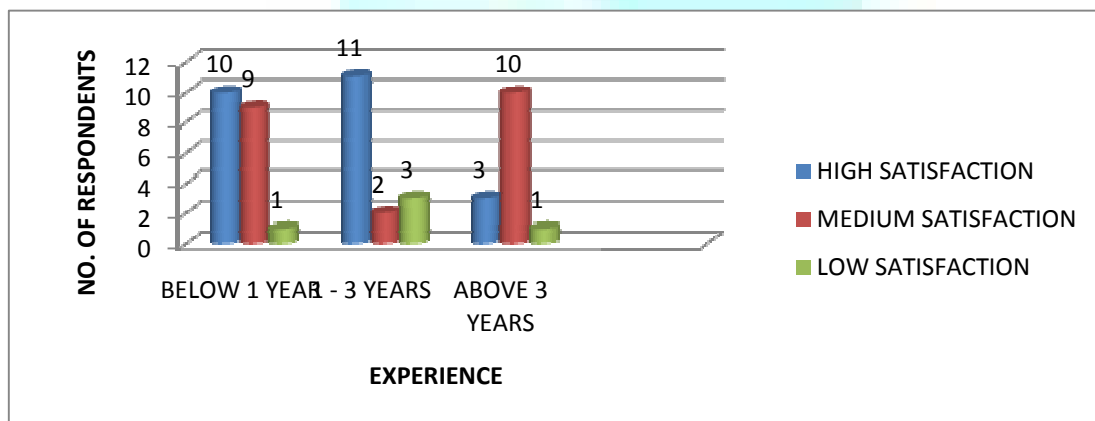


The above table shows that the percentage of highly satisfied respondents (50%) is in the group of 1 dependent in the family and it is followed by 3 and above members group. And in medium satisfaction the highest percentage is in 2 members group and followed by above 3 members group.

TABLE 6: RELATIONSHIP BETWEEN EXPERIENCE AND LEVEL OF SATISFACTION

EXPERIENCE	LEVEL OF SATISFACTION			TOTAL
	HIGH SATISFACTION	MEDIUM SATISFACTION	LOW SATISFACTION	
BELOW 1 YEAR	10 (50%)	9 (45%)	1 (5%)	20
1-3 YEARS	11 (69%)	2 (12%)	3 (19%)	16
ABOVE 3 YEARS	3 (21%)	10 (72%)	1 (7%)	14
<b>TOTAL</b>	<b>24</b>	<b>21</b>	<b>5</b>	<b>50</b>

CHART 6: RELATIONSHIP BETWEEN EXPERIENCE AND LEVEL OF SATISFACTION

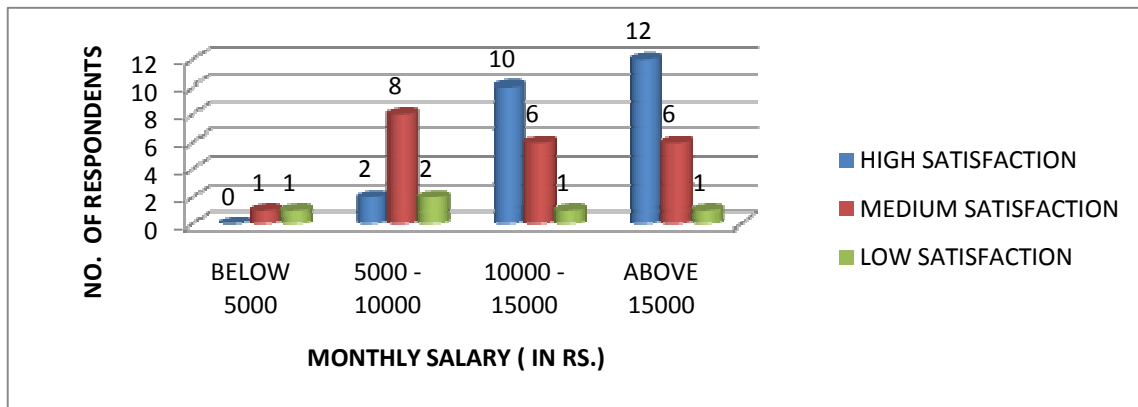


The above table reveals that the respondents from 1-3 years group (69%) have derived highest satisfaction. The percentage of medium satisfaction is highest in the category of above 3 years experience (72%) group.

TABLE 7: RELATIONSHIP BETWEEN MONTHLY SALARY AND LEVEL OF SATISFACTION

MONTHLY SALARY	LEVEL OF SATISFACTION			TOTAL
	HIGH SATISFACTION	MEDIUM SATISFACTION	LOW SATISFACTION	
BELOW 5000	0 (0%)	1 (50%)	1 (50%)	2
5000-10000	2 (17%)	8 (67%)	2 (16%)	12
10000-15000	10 (59%)	6 (35%)	1 (6%)	17
ABOVE 15000	12 (63%)	6 (32%)	1 (5%)	19
<b>TOTAL</b>	<b>24</b>	<b>21</b>	<b>5</b>	<b>50</b>

CHART 7: RELATIONSHIP BETWEEN MONTHLY SALARY AND LEVEL OF SATISFACTION

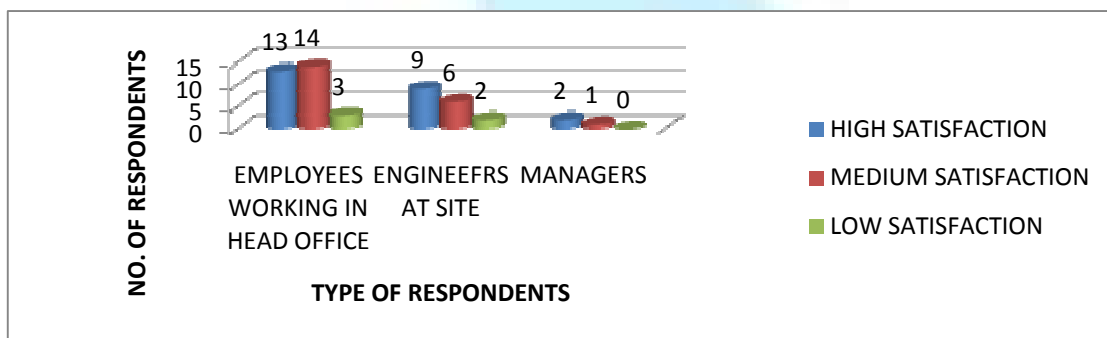


From the above table the percentage of highly satisfied respondents (63%) is more in the group above Rs.15, 000 and followed by the groups Rs.10, 000 – Rs.15, 000(59%). In medium satisfaction (67%) the highest percentage is in Rs.5, 000 – Rs.10, 000 group.

TABLE 8: RELATIONSHIP BETWEEN TYPE OF EMPLOYEE AND LEVEL OF SATISFACTION

MONTHLY SALARY	LEVEL OF SATISFACTION			TOTAL
	HIGH SATISFACTION	MEDIUM SATISFACTION	LOW SATISFACTION	
EMPLOYEES	13 (43%)	14 (47%)	3 (10%)	30
TECHNICAL ENGINEERS	9 (53%)	6 (35%)	2 (12%)	17
MANAGERS	2 (67%)	1 (33%)	0 (0%)	3
TOTAL	24	21	5	50

CHART 8: RELATIONSHIP BETWEEN TYPE OF RESPONDENTS AND LEVEL OF SATISFACTION



Majority percentages of managers (67%) are highly satisfied followed by engineers working at site (53%), majority of employees working at head office are medium satisfied followed by engineers and managers.

**FINDINGS**

- The two-way table shows that the high satisfaction is derived by the respondents who belong to above 40 age group.
- The table says that the high level of satisfaction is obtained by the male group.
- On the basis of educational qualification, the majority of the respondents are from graduate level group.
- Majority of respondents in this survey are working as employees and assistants (60%) in head office followed by engineers at site (34%) and managers (6%).
- Majority percentage of managers are highly satisfied (67%) followed by engineers at site (53%). Majority of employees working at head office have medium satisfaction (47%) followed by engineers (35%).

**CONCLUSION**

Although the job satisfaction level of HCL employees was at a high mark. But at the same time they came out with their view point of the areas of the improvement to be made. The most important thing managers can do to raise employee satisfaction is focus on the intrinsic parts of the job, such as making the work challenging and interesting and clear description of work employees have to perform. Although paying the employees poorly will likely not attract high quality employees to the organization, or keep high performers, managers should realize that high pay alone is unlikely to create a satisfying work environment. Creating a satisfied workforce is hardly a guarantee of successful organizational performance, but evidence strongly suggests that whatever managers can do to improve employee attitudes will like result in heightened organizational effectiveness.

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