

Exploring the Interrelationship between Job Satisfaction and Work environment among ITES Professionals: A Study in Chennai

¹A.H.Vidhyalakshmi, ²Dr.D.Arivazhagan,

¹Research Scholar, AMET Business School

counselvidhya@gmail.com

²Director, e-Governance, AMET Business School

prof.arivazhagan@ametuniv.ac.in

How to cite this article: A.H.Vidhyalakshmi, D.Arivazhagan (2024). Exploring the Interrelationship between Job Satisfaction and Work environment among ITES Professionals: A Study in Chennai. *Library Progress International*, 44(3), 24074-24081

Abstract:

The Information Technology Enabled Services (ITES) sector well places itself in the economy of India, particularly in metropolitan cities such as Chennai. In this high pressured fast moving industry, among the two essential factors influencing performance, retention and wellbeing in employees, job satisfaction and work environment have a very strong influence. Hence, the present study focuses on the inter-relationship between job satisfaction of ITES professionals at Chennai with work environment. The paper attempts to understand how different elements of the work environment such as the physical conditions, organisational culture, leadership, and relationships with coworkers have contributed to levels of job satisfaction for employees. This research is conducted to reveal whether an excellent work environment will result in higher job satisfaction and further dig out which of the factors has turned out to be most vital to contentment among the employees.

Based on the above, sample has been surveyed from 303 ITES professionals working on different companies in Chennai. Descriptive analysis Pearson's correlation analysis was applied to determine the correlation between job satisfaction and work environment. The correlation coefficient is moderate and positive for both the variables; $r = 0.269$; $p = 0.000$, which indicates the indirect positive relation of work environment improvement with job satisfaction. There is a moderate positive relationship between both the variables, $r = 0.269$, $p = 0.000$, that signifies the indirect positive impact of work environment improvement on job satisfaction. The presence of high t-statistic and a low confidence interval also tells us that we are very sure of the outcomes obtained. The significance values of job satisfaction ($= 0.000$) and work environment ($= 0.018$) are obtained lesser than the significance level which indicates mean is greater than 0 and that we can generalize that respondents are generally having favourable opinions about the two aspects.

By administering a google form to collect data from the ITES industry employees this paper blends a quantitative approach which involves administering a structured questionnaire to 303 ITES employees in Chennai. Qualitative method measures amount and types of facets of job satisfaction besides work and leisure balance. Research will probably show a considerable connection between job satisfaction and work-life balance where as the job satisfaction increases the work-life balance also increases. On the other hand, balance between work and personal life will have negative effect on negative job satisfaction whereby the above outcomes are increased rates of stress and burnout beside intent to turn over. It will most likely also reveal the importance of organisational practices for the work-life balance, and for achieving a purposeful working life. The present research enhances the existing knowledge of employability and workplace well-being in the ITES industry and provides pragmatic information for the HR managers and policymakers. It further emphasizes the need to develop a supportive work climate with a view of improving employees' job satisfaction with an aim of organization's growth and productivity.

Introduction:

This new venture called Information Technology Enabled Services (ITES) has emerged as one of the fastest growing industries in India and especially in metropolitan cities such as Chennai. This industry comprises various kinds of services such as customer relations, data and records, technical and others such as back office. The sector has been expanding at an alarming rate, and with the need for skilled personnel, the sector is highly pressurized, long working hours and very flexible work environment. These factors assist the industry in achieving high levels of success. Nevertheless, they are accompanied by challenges in the domains of organizational commitment of employees, satisfaction at work, and management of their working time.

Organizational commitment is clearly an essential factor for consideration for any organisation as well as determines the retention of employees. It means the level to which the employees are satisfied with their work. Some of the most vital with factors include, compensation and benefits, promotional opportunities, management support and organizational environment. An organisation gets the best out of their employees' performance when the employees are satisfied with working for the organisation but dissatisfaction results to organisation loss due to lack of performance and desire to be associated with the organisation. The nature of workplace is also equally responsible for determining the kind of experience employees undergo in the workplace. Promotive WORK WRAINT, that refers to friendly interpersonal relationships, supportive leaders, well-provided resources, and good culture, have a positive impact on the employees' motivation and health. On the other hand, the unpleasant, abrasive or hostile work environment can result in increased stress, employees dissatisfaction or low morale, and poor job satisfaction.

Since ITES industry is quite dynamic and with a high level of competition; it becomes important to establish how satisfying job profiles exist within workplace environment for the employees as well as the employers. For employees, the work environment is a direct determinant of their job satisfaction levels, this will lead to increased commitment and low possibility of developing stress related to workplace. Identification of key predictors of employee satisfaction may assist organisations to make improvements for effective policies, work conditions, and organizational performance. This study aims to explore the connection between job satisfaction and the work environment among ITES professionals in Chennai. By analyzing how various elements of the work environment, such as physical workspace, management practices, and team dynamics, impact job satisfaction, the study will provide valuable insights into the factors that promote a satisfied and productive workforce. The findings of this research will help organizations in the ITES sector design strategies to enhance the workplace experience and boost employee satisfaction, which is essential for long-term growth and sustainability.

This research will contribute to the growing literature on employee well-being in the ITES industry, focusing specifically on the Chennai region. It will address the critical question of how the work environment shapes job satisfaction in this high-demand sector and provide practical recommendations for improving work conditions and employee engagement.

Literature review:

The authors Cummings & Worley (2001) hypothesized that physical design, technological support, and organizational culture are crucial for creating an organizational climate worth having. They also stressed on one of the key areas which is the leaders' role in the creation of positive employees' perceptions of the organisation and its willingness to support them.

Other studies in the ITES industry revealed work pressure, organisation career advancement, and repetitive job content as key determinants of job satisfaction based on the study made by Paul and Anantharaman (2003). In their study the authors were especially interested in the relationship between job satisfaction and performance, turnover intentions and organisational commitment.

Virgin Mobile Saudi Arabia's survey in 2010 also has the following conclusion that good infrastructure, proper technology and fairly polices of human resources leads to high job satisfaction in IT sector as supported by Chandrasekar(2011). In reference to the ITES professionals, such factors assume even a higher value given the nature of work performed by them that mostly is shift work, time-bound, and challenging.

Raziq and Maulabakhsh (2015) have explored the relationship between quality work environment and work satisfaction and they stated that positive management support, teamwork and career development have turned out to the most important factors affecting the satisfaction level of the employees. I must admit that according to the findings of their study, a proper and healthy organizational work design of a firm is tremendously significant

in overall employee satisfaction and motivation..

Theoretical Implications of the Research:

Scholarly knowledge of organizational behavior, human resource management, and aspects of employee welfare and job satisfaction in organizational setting are enriched by this study on ITES professionals in Chennai regarding the mutual correlation of job satisfaction with work environment. Theoretical implications from this research include:

Advancement of Job Satisfaction Models: The study build upon and complement the current models of job satisfaction; more specifically, we tap into Herzberg et al. (1959) and Locke (1976)'s models of job satisfaction. While the two-factor theory of freeman and taylor only discusses intrinsic motivator and extrinsic hygiene factors this research shows that work environment factors namely physical tools, company interpersonal relationship, and organizational support are both motivator and hygiene factors in the ITES sector. The implications of the results are that elements of work environment, for example, the team or the level of stress, affect satisfaction in a manner more complicated than it was assumed.

Integration with Work Environment Theories: The work environment theories have been escalated by the study hence positively supporting the theories that explain the effect of work environment on employee satisfaction. To the best of the author's knowledge, quantitatively emphasizing ITES professionals as the sample group under a job demand-control framework, this research contributes fresh perspectives to the quantitative demand-control Job Demand-Control Model by Karasek (1979) where job satisfaction is the dependent variable and perceived job demands and control are the major independent variables. When applied to the present work context, the study findings indicate that in addition to Job control, other work characteristics such as the work environment defined here in terms of teamwork and communication and supervisor and organizational support significantly affect job satisfaction. This provides a better perspective looking at how the different working environments can either improve or reduce employee happiness.

This research on the antecedents of job satisfaction with reference to work environment of ITES professionals in Chennai city adds to the theoretical knowledge base in the field of organizational behaviour, human resource management and employee health. Theoretical implications from this research include:

Advancement of Job Satisfaction Models: The study supports and builds on the earlier models covering satisfaction with the job, such as the models developed by Herzberg and his colleagues (1959) and Locke (1976). Whereas Herzberg's two-factor theory draws the difference between intrinsic motivators and extrinsic hygiene factors, this study evidences the significance of work context variables: physical facilities and surroundings; human relations; and organizational environment/isolation; as motivators and hygiene factors respectively in the ITES sector. The conclusions address the fact that some elements of the work environment – interpersonal relations, stress – have a different impact on overall job satisfaction than previously believed.

Integration with Work Environment Theories: The findings of the study offer concrete evidence to look for theories that have been advanced on the experience of the work environment on satisfaction. This study brings novelty to Job Demand-Control Model's (Karasek, 1979) by sampling only ITES professionals and by establishing that perceived job satisfaction is related to the extent of job demands and demands control. In addition to job control, organised work environment supported by way of teamwork, communication and organisational support seems to be of significance in influencing job satisfaction. It provides a wider perspective on how working environment can either create and enable or reduce and demotivate employees..

Contribution to Work-Life Balance Literature: Although this study centers its analysis on job satisfaction and the work environment, it indirectly makes some contribution to the work-life balance theories. The paper then demonstrates how implementing stress management policies, flexible policies, and positive organizational culture pave way for creating work environment that facilitates people's balance between work and life. This confirms the Work-Life Balance Theory (Greenhaus & Beutell, 1985) the idea that the actual work environment influences an employee's capacity and opportunity to balance work and family responsibilities. Optimally-developed and supportive context may directly prevent stress and hence improve the general satisfaction at work.

Contextual Insights for ITES Professionals: The study contributes to current organizational theories by providing a fresh contextual perspective of ITES professionals in Chennai. It should also be noted that the working conditions generally widespread within the referred ITES industry include long working hours, shift working, and high working density. This study brings out the fact that though job satisfaction theories are

portable, it is important to consider some features of the ITES business like stress, organizational culture and teamwork. The focus of the study on ITES professionals based in Chennai also provides a comparison to study the impact of place culture and economy could have on models of job satisfaction across the globe.

Theoretical contribution of this study pertains the extension of knowledge that relates to the role of work environment factor in causal model of job satisfaction with specific reference to the ITES industry. It augments and expands several fundamental theories in organizational behaviour and human resource management, and underscores ITES professional characteristics shaped by organisational context. This research can be useful for future investigations which could look at the relationships between the specific WEFs and employee satisfaction in other industries as well as within the different countries.

Practical implications of the study:

The following robust implications arise out of this study of the relationship between job satisfaction and the work environment of the ITES professionals in Chennai, which can help organizations, human resource managers, and policymakers in the right direction: Below are the key practical implications of the research:

Enhancing Job Satisfaction through Workplace Improvements:

The results indicate that the work environment is imperative to job satisfaction throughout the career of an ITES professional. Employers can enhance employee satisfaction by investing in a positive work environment, focusing on aspects such as:

Physical Workspace: Designing an outfitted and comfortable physical environment that also supports the human body will positively cultivate stress and satisfaction levels.

Interpersonal Relationships: The positive working environment that characterizes the workplace relationships and its employees present excellent relations with managers leads to increased satisfaction. This is one reason why workers must be taught to open up when handling tasks, be allowed to work in teams, and must build trust among themselves.

Addressing Job Satisfaction at the Managerial Level:

According to the study, the comparison of work environment and the level of job satisfaction identifies managers as influential actors in the working environment. Practical steps for managers include:

Training and Development: Continuing the training process of managers to address interpersonal conflicts, to facilitate collaborative working and to address the personal growth of their subordinates.

Feedback Mechanisms: Advisors: establishing formal and informal feedback schedules by which the employees can express their satisfaction with their specific jobs and any concerns they have about their working conditions to the management with the view to getting solutions to the problems from the managers.

Mentorship Programs: Providing Au pair management trainings opportunities to enhance the staff professional growth and interest in work.

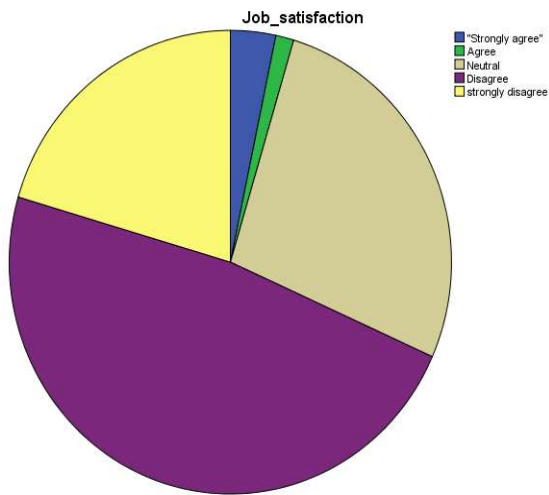
These findings may help the ITES organisations to develop better practice strategies to enhance employee satisfaction and work environment. This study also showcases need on how to create organizational culture that support engagement and satisfaction within working environment.

Research methodology:

For the purpose of the present study, data were gathered with the help of an online Google Form that was distributed among a sample of employees in the ITES industry. The questionnaire was created around assessing the job satisfaction and the of the working conditions of the workers Also collected some demographic data which includes; age, gender, level of education, number of years in service and their position in the organization.

The number of survey completed was 303 and all of them are employees of the ITES sectors. Haphazard sampling technique was used since the respondents are easily identifiable and willing to participate in the survey. Having said this, this method, though it may produce results fast, may not be very helpful in terms of generality of results. However, it has first data for the analysis and preliminary orientation in trends and correlation with job satisfaction and the working environment in the ITES industry.

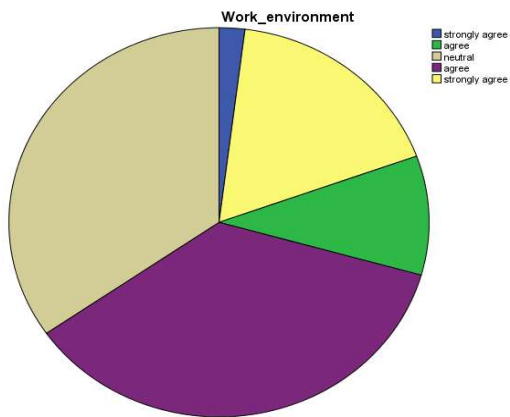
Data Analysis and Interpretation:



The data reveals that job satisfaction is relatively low among ITES employees:

- A majority (68.4%) either disagree or strongly disagree with being satisfied with their jobs.Only a small minority (4.6%) report being satisfied (strongly agree or agree).

This indicates that there are significant concerns related to job satisfaction within the ITES sector, highlighting the need for organizations to investigate the factors contributing to this dissatisfaction and address them to improve employee morale and retention.



The work environment in the ITES industry, based on these responses, seems to be a significant area of concern:

- **53.5%** of employees either disagree or strongly disagree that their work environment is satisfactory, reflecting a clear dissatisfaction with workplace conditions. Only **11.9%** express a positive opinion (strongly agree or agree) regarding their work environment. The **large neutral group (34.7%)** suggests that many employees have an indifferent attitude toward their work environment, which could indicate that they don't feel strongly one way or the other or are uncertain about their feelings.

One-Sample Statistics

	N	Mean	Standard Deviation	Standard Error Mean
Job satisfaction	303	3.81	.889	.051
Work environment	303	3.5710	.95637	.05494

The descriptive statistics for job satisfaction and work environment among 303 ITES employees provide key insights into the central tendency and variability of the responses.

Job Satisfaction:

Mean = 3.81: From the self completed questionnaires the average mean job satisfaction is 3.81/ on a probable scale of 1-5 which shows that the respondents' job satisfaction is average to high. Standard Deviation = 0.889: However, this implies that there is a moderate level of variability in the kind of responses that the participants get to develop from the different tales they read. Yet, most workers have their scores on job satisfaction fairly close to the mean, but with certain deviations. Standard Error Mean = 0.051: This value gives measure of the precision of the sample mean estimate. A sample standard error of the mean this small means very little variations from the true population mean.

Work Environment: mean = 3.57 : The average rating for the work environment is 3.57, which also indicates that employees perceive their work environment positively, though slightly lower than their job satisfaction level. Standard Deviation = 0.95637: This indicates more variability in how respondents perceive their work environment compared to job satisfaction. The higher standard deviation means that perceptions of the work environment vary more widely across respondents. Standard Error Mean = 0.05494 : Like job satisfaction, the standard error is small, meaning that the sample mean is a reliable estimate of the population mean for work environment. The data shows that ITES employees generally rate both their job satisfaction and work environment positively, with moderate variability in individual responses. The slightly higher standard deviation for the work environment suggests that there may be more diverse opinions on workplace conditions compared to job satisfaction. However, the means are close, indicating a generally positive perception of both aspects among the surveyed employees.

One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Job_satisfaction	74.539	302	.000	3.809	3.71	3.91
Work_environment	64.995	302	.000	3.57096	3.4628	3.6791

Job Satisfaction: The larger t-value 49.41 means that the developed job satisfaction mean score is significantly larger than 0. Degrees of Freedom (df) = 302: This is the number of respondents minus one ($N - 1 = 303 - 1$) indicating that the sample has a good reliability coefficient. Significance (2-tailed) = 0.000: The observed value of p is 0.000 which is far less than 0.01 and so we can conclude that the results is significant. The result shows that there is less than 1% chance that this difference happened by chance, it means that mean job satisfaction score is significantly different from 0. Mean Difference = 3.809: This is a simple difference between the sample mean, 3.81 and the test value which is 0. The positive value shows that the mean job satisfaction score is significantly greater than 0. 95% Confidence Interval of the Difference (Lower = 3.71, Upper = 3.91): This interval suggests that it is 95% reasonably accurate that the true population mean for job satisfaction is equal to or greater than 3.71 and less than or equal to 3.91

Work Environment: t-value = 64.995: Also similar to the job satisfaction, the value of t indicates strongly that the mean work environment is much greater than 0. Degrees of Freedom (df) = 302: Same as for job satisfaction. Significance (2-tailed) = 0.000: Once again it is quite significant with the p value < 0.01 , we can claim that work environment mean is significantly different from 0. Mean Difference = 3.571: The mean work environment score is 3.57 than the test value of 0 which means that these two samples are significantly different from each other.

Job satisfaction and work environment have means greater than 0, which is affirmed by the highly significant t-test coefficients. This means that according to the participants of this sector, the ITES employees report their job satisfaction and ambiance as being higher than the zero or neutral level implying positive perception on most scores.

Correlations

		Job_satisfaction	Work_environment
Job_satisfaction	Pearson Correlation	1	.269**
	Sig. (2-tailed)		.000
	N	303	303
Work_environment	Pearson Correlation	.269**	1
	Sig. (2-tailed)	.000	
	N	303	303

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis between job satisfaction and work environment ITES employees yielded the following results: There was significant relationship between job satisfaction and work environment; Pearson Correlation Coefficient (r) = 0.269 : As the responses received showed that the job insiders were satisfied with their jobs and employee satisfaction and work environment has a positive relation. According to the coefficient value 0.269, it is found that the linkage between the two variables is moderate. In other words, as either the physical or social conditions of the working environment get better, workers or employees get more satisfied with the jobs they do. Nevertheless, the coefficient value is low suggesting that the work environment plays a role in job satisfaction but further factors also have an impact on job satisfaction.

Significance Level (p-value) = 0.000: $P < 0.01$ means that at 0.01 alpha level the correlation test is statistically significant. This means that the probability that this relationship occurred by chance is nil less than 1%. Therefore, it can be concluded that the variables which represent job satisfaction and work environment cannot be arbitrary and our hypothesis of positive correlation was accurate. $N = 303$: This is the number of respondent which in this study is 303, it is large enough to give more reliable results regarding the analysis given. The analysis suggests that improvements in the work environment are associated with higher job satisfaction among ITES employees. While the relationship is moderate, it is statistically significant, meaning organizations should focus on improving the work environment as part of their strategies to enhance job satisfaction. However, other factors may also need to be considered to fully understand and enhance job satisfaction.

Suggestions of the study:

Enhance Work Environment through Employee Engagement Initiatives: Organizations in the ITES sector should focus on creating a more conducive and supportive work environment by implementing employee engagement programs. This could involve initiatives such as flexible working hours, promoting open communication, and providing opportunities for skill development, which can positively influence employee perceptions of the work environment.

Focus on Stress Management and Mental Health Support: High levels of job dissatisfaction and negative work environment perceptions indicate potential stress among employees. ITES organizations should offer mental health resources such as counselling services, stress management workshops, and encourage work-life balance to reduce stress levels and improve job satisfaction.

Encourage Team Building and Collaboration: Given the importance of interpersonal relationships in the workplace, organizations should foster a culture of teamwork and collaboration. Regular activities which builds the team, recognition programs, and creating wonderful opportunities for employees to engage socially may enhance their work experience, improving job satisfaction.

Implement Continuous Feedback Mechanisms: Creating systems for regular employee feedback can help identify workplace issues early and allow organizations to make timely improvements. Listening to employee concerns through surveys, one-on-one meetings, or suggestion boxes can help address dissatisfaction and improve work environment conditions.

Career Growth and Development Opportunities: Offering clear career progression pathways and training opportunities could enhance job satisfaction among ITES employees. When employees feel that their professional growth is being nurtured, they are likely to be more satisfied with their roles and remain engaged in their work.

Conclusion of the study:

This research study aimed to explore the interrelationship between satisfaction of the job and work environment among ITES professionals in Chennai. The findings reveal a moderate positive correlation between these two variables, indicating that a better work environment contributes to higher job satisfaction. However, a significant portion of the respondents expressed dissatisfaction with their work environment, highlighting the need for ITES organizations to address workplace conditions. The results suggest that many employees feel neutral or dissatisfied with their work environment, which may be contributing to lower levels of job satisfaction. This dissatisfaction could be linked to factors such as work-related stress, lack of career progress opportunities, or insufficient work-life balance. The high percentage of neutral and negative responses indicates room for improvement in how ITES companies manage workplace dynamics and employee well-being. By addressing the challenges highlighted in the study, such as fostering a positive work environment, promoting stress management, and offering career development opportunities, organizations can improve job satisfaction, thereby enhancing overall employee retention and productivity. The study underscores the importance of prioritizing employee well-being to create a more engaged and satisfied workforce in the ITES industry.

References:

- Judge, T. A., & Klinger, R. (2008). Job satisfaction: Subjective well-being at work. In *The Science of Subjective Well-Being* (pp. 393-413). Guilford Press.
- Warr, P., & Clapperton, G. (2010). *The joy of work? Jobs, happiness, and you*. Routledge.
- Srivastava, S. K. (2012). Job satisfaction and organizational climate as predictors of job involvement and work behavior. *International Journal of Research in Organizational Behavior and Human Resource Management*, 1(2), 41-52.
- Malik, N. A., & Naeem, B. (2013). Determinants of job satisfaction among IT professionals. *Pakistan Journal of Commerce and Social Sciences*, 7(2), 395-404.
- Biswas, S., & Verma, A. (2015). The impact of job satisfaction and organizational commitment on employee loyalty in the ITES sector in India. *Global Business Review*, 16(4), 654-665.
- Chandrasekar, K. (2011). Workplace environment and its impact on organizational performance in public sector organizations. *International Journal of Enterprise Computing and Business Systems*, 1(1), 1-19.
- Kumar, M., & Giri, V. N. (2009). Organizational commitment and job satisfaction as predictors of job performance among IT professionals. *Psychological Studies*, 54(4), 341-350.
- Singh, V. B., & Sharma, A. (2021). Factors influencing job satisfaction among software engineers: An empirical study in India. *Management and Labour Studies*, 46(3), 341-356.