

# Job Satisfaction Among the Employees of TCS : An Empirical Study

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## Abstract

The present paper deals with the assessment of employee's level of satisfaction, the perception of employees towards the organization and to examine the role of management in the restoration of a healthy environment of job satisfaction. The pro-social behaviour, employee morale, absenteeism and turnover can be influenced by the job satisfaction, this can be vital for success of an organization. The organization and employee are however interdependent and both impact the ability of each other to achieve positive results. The Tata Consultancy Services Limited (a public limited company) is a share of the Tata Group and is headquartered in Mumbai, enlisted with the Bombay Stock Exchange (BSE) and National Stock Exchange (NSE). The organization has approx. 276,196 representatives of whom 220,835 are situated in India and 44,748 in the remainder of the world. It is one of the biggest private-organization in India, and the second-biggest firm among recorded Indian organizations after Coal India Limited. The data for the present study is collected with the help of questionnaires by a sample of 50 employees working in TCS covering different aspects of job satisfaction and testify with support of simple percentage method, charts and Chi - Square method.

**Key Words:** Bombay Stock Exchange, National Stock Exchange, Tata Consultation Services,

## Introduction and Literature Review

Industrial psychology and behavioural management have many crucial and controversial issues and Job satisfaction is among them. Job satisfaction directly affects the persuasive degree of representative and it decides and determines the organizational climate. Judge & Watanabe's suggested a positive relationship between job and life satisfaction. Employees are a key partner in the association and their responsibility towards association decides the accomplishment of association in the globalized world. The association and representatives, albeit free, impact the performance of each other. Different components are in charge of job satisfaction a representative. Motivational theories such as Vroom's Expectancy Model, Herzberg's Motivation-Hygiene Theory and Maslow's Need Hierarchy Theory, have been stretched out to portray the components in charge of the activity fulfilment of the workers in any association.. Job satisfaction is controlled by a progression of factors which are close to home to workers, for example, age, instructive capabilities, instructive and monetary foundation, size of the family, the sexual orientation of the representative, and authoritative factors, for example, the size of the association, hierarchical atmosphere, and so forth.

Locke (1976) recommends that few employment measurements, for example, work, pay, normality in advancements, working conditions, acknowledgment assume an essential job in deciding the activity demeanour. Kerego and Mthupha (1997) viewed that affliction in working conditions like the nonattendance of clear staffing arrangement, absence of clear channels of correspondence, nonappearance of staff cooperation in basic leadership and absence of security and great administration effectively affects work fulfilment. Coster (1992) likewise bolsters the way that the nature of work importantly affects the all-out personal satisfaction of the worker. Occupation fulfilment may likewise effect on worker conduct like non-attendance, protests and complaints, visit work agitation and end of business. "A satisfied worker is a productive worker" as said by Cornell. Lawrence and Porter have built up a model proposing that "productivity leads to job satisfaction". C.Rost and Alwin F.Aander clarifies that satisfied worker will stay in the same job for longer duration and can minimize the absenteeism and work turnover.

**1.3 Data Base and Research Methods**

For attaining the objectives of the study, both secondary and primary data has been utilized. The secondary information has been collected from various international and national publications. The study is largely based on primary data. The data is collected with the help of sample questionnaires interviewing 50 employees working in TCS covering different aspects of job satisfaction, working condition, their pay, over-time allowances, stress level, proud to be a part of this organization etc. are considered. To know the views of employees in a better way, personal interviews have been undertaken to discuss questions.

**1.4 Analysis and Interpretation of Data**

The collected data has helped tremendously to achieve the objectives of the study and aforesaid analysis and interpretations of job satisfaction among the employees of TCS. An effort has been made to analyze the results with the help of tables and figures in the succeeding paragraphs.

**Table 1.4.1 Stay duration of employees in the organization**

Years of Experience	Number of Respondents and their percentage
< 5 years	14 (28%)
5 – 10 years	12 (24%)
10 -15 years	15 (30%)
15 -20 years	5 (10%)
> 20 years	4 (8%)
Total	50

Source:-Primary Probe  
 $X^2$  value = 10.6  $P < 0.05 = 9.488$

It depicts that 30% employees having an experience of 10-15 years in the organization while a major chunk i.e.28% have less than five years of experience (Table 1.4.1) and 24% having 5-10 years of experience. It is also seen that a very low proportion of the employees (10 %), having of a experience more than 20 years in the organization. The calculated chi-square value

shows that respondents’ opinion regarding their experience and stay in the organization is not equally distributed. There is a significant difference in the employees’ perception about their experience and stay so alternative hypothesis is accepted.

It is evident (table1.4.2) that most employees are contented and highly satisfied (74%) in working atmosphere the TCS, however very a low proportion of employees gives negative comments on this statement. The mean value also supports the respondents’ belief distributed towards greater side of the mean standard score. Chi-square analysis at 5% level of significance revealed calculated value as 27.4 compared to the table value. Hence, null’s hypothesis is rejected, suggesting the perception of employees is uniformly spread over the working conditions and their satisfaction level.

**Table 1.4.2 Satisfaction level of employees with the working conditions**

Responses	Number of Respondents and their percentage
Highly Satisfied	20 (40%)
Satisfied	17 (34%)
No Comments	0
Dissatisfied	6 (12%)
Highly Dissatisfied	7 (4%)
Total	50

Source: - Primary Probe

$t^2$  Value=27.4  $P < 0.05 = 9.488$

The data signifies that 60% of respondents (table1.4.3) underwent technical training, 14 % with soft skill, 10% with on job training, and 14% underwent other types of training. The mean value also supports that, the technical type of training is necessary to all the newly appointed employees because the estimation of respondents is distributed on te higher side of the mean standard score. The difference in opinion of the employees regarding the training-type needed is also observed. Hence an alternative hypothesis at 5% level of significance is accepted.

**Table 1.4.3 Training and induction program at the time of joining of the organization**

Training and Induction Programme	Number of Respondents and their percentage
Technical	30 (60%)
Soft Skill	7 (14%)
On job	5 (10%)
Any other	7 (14%)
No Comments	1 (2%)
Total	50

Source: - Primary Probe  
 $t^2$  Value=52.4  $P<0.05$  =9.488

The satisfaction level of the employees with their current job is considered in table 1.4.4 and it reveals that majority respondents i.e. 40 % are satisfied, 24% are highly satisfied, but 32% are dissatisfied and 4 % are highly dissatisfied with their current job. The mean value for respondent type represents, opinion of the respondents is distributed towards the higher side of the mean standard score. The chi-square value presented a significant difference in view of employee concerning satisfaction level with their current job at 5 % level of significance.

**Table 1.4.4 Satisfaction level of employees with their current job**

Responses	Number of Respondents and their percentage
Highly Satisfied	12 (24%)
Satisfied	20 (40%)
No Comments	0
Dissatisfied	16 (32%)
Highly Dissatisfied	2 (4%)
Total	50

Source: - Primary Probe  
 $t^2$  Value=30.4  $P<0.05$  =9.488

It is apparent (Table 1.4.5) that 36 % of respondents admitted their job challenging, 20% find a high degree of challenges in their job. However, 26 % find their job is not challenging and 3 % did not reveal their opinion over this issue. The mean value of the opinion of respondents is distributed near the mean standard score's higher side. The chi-square value also signifies that there is a significant difference in opinion of the employees regarding the level of challenge they feel in their job hence at 5%level of significance and alternate hypothesis is accepted.

**Table 1.4.5 Responses towards the nature of the job**

Responses	Number of Respondents and their percentage
Highly Challenging	10(20%)
Challenging	18(36%)
No Comments	3 (6%)
Not Challenging	6 (12%)
Average	13 (26%)
Total	50

Source: - Primary Probe  
 $t^2$  Value=13.8  $P<0.05$  =9.488

It is apparent from the Ttable 1.4.6, most of respondents i.e. 66% are dissatisfied with the present motivational and promotional policies of TCS. However limited proportions (26 %) of respondents are happy with the promotional policies of the organization. The mean value of respondent's opinion is distributed towards the mean standard score lower side. The chi-square depicted a significant difference in employees' opinion regarding satisfaction level with the promotion policies in the organization which means that the employees are not satisfied with the present promotional policies of the organization.

**Table 1.4.6 Satisfaction level with promotional policies**

Responses	Number of Respondents and their percentage
Highly Satisfied	2 (4%)
Satisfied	11 (22%)
No Comments	4 (8%)
Dissatisfied	20 (40%)
Highly Dissatisfied	13 (26%)
Total	50

Source: - Primary Probe  
 $t^2$  Value=21  $P<0.05 =9.488$

The table 1.4.7 shows that 74% of employees are satisfied with the motivational theories of TCS. However, with the motivation policies of organization, few employees are not satisfied. It is also braced from mean value of the respondent's opinion which is distributed towards the higher side of the mean standard score. The chi-square reveals a significant difference in the employees' opinion regarding the motivation received in the organization. Hence, at 5% level of significance, the alternate hypothesis is accepted.

**Table 1.4.7 Responses towards the level of motivation in organization**

Responses	Number of Respondents and their percentage
Highly Satisfied	20 (40%)
Satisfied	17 (34%)
No Comments	0
Dissatisfied	6 (12%)
Highly Dissatisfied	7 (14%)
Total	50

Source: - Primary Probe  
 $t^2$  Value=19.4  $P<0.05 =9.488$

It is observed from Table 1.4.8 that, comparatively low proportion i.e. (38%) of respondents are satisfied with the training program conducted by the organization standard score lower side which means that the employees are dissatisfied with the training conducted in the organization. The chi-square value states employees' opinion is uniformly distributed hence there is insignificant difference in the opinion of employees so the null hypothesis at 5% level of significance is accepted.

**Table 1.4.8 Satisfaction level with the training and induction program**

Responses	Number of Respondents and their Percentage
Highly Satisfied	11 (22%)
Satisfied	8 (16%)
No Comments	6 (12%)
Dissatisfied	15 (30%)
Highly Dissatisfied	10 (20%)
Total	50

Source: - Primary Probe  
 $t^2$  Value=4.6  $P<0.05 =9.488$

### 1.5 Conclusion of the Study

The job satisfaction in any organization is an important aspect of organizational efficiency and ultimately relates to the organizational success which affects employee's morale, turnover, absenteeism, productivity, organizational cohesiveness and pro-social behaviour. About 75% of employees of TCS are quite satisfied and rate TCS with a healthy working atmosphere Representatives are happy with the present working conditions and have a sense of security about their job. The working conditions include the work culture, office infrastructure, canteen facilities, cleanliness, comfortable furniture etc. It is also determined that most employees are dissatisfied with the training provided to them which certainly help employees to improve in the areas where they feel uncomfortable and thereby paves a way to grow professionally. More than 50% of respondents feel that their job is enough challenging which helps them to

develop and grow in their career. A challenging job always keeps the interest of an employee and does not let them get bored. Therefore they don't feel frustrated and keeps growing in their career. About 56% of employees are not happy with the promotional policies in TCS. They feel that it takes a lot of years to get promoted to the next level. TCS should, therefore, develop more means to identify the employees who deserve to get promoted to the next level. Only if the promotion policies of the organization are good, the employees feel that their talent is recognized and they are motivated to work more which indeed help in the growth of the company. Approximately 74% of the employees are satisfied with the motivation they receive from their supervisors which helps them to work more diligently and effectively. With good motivation, the employees feel more confident and work hard to achieve their goals. However a small segment of the employees is not satisfied with the motivation policies of organization. Hence we may find with the help of this study that by improvising in some sectors especially training and promotional structure may lead to enhance not only the job satisfaction but also reflects its positive impact on the productivity of the company in multiple times.

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