

A Study of Factor Influencing Job Satisfaction of Employees in IT Sector in Mumbai City

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Abstract: This study examines the factors influencing job satisfaction among employees in the Information Technology (IT) sector in Mumbai City. With the rapid growth of the IT industry and increasing work demands, understanding employee satisfaction has become crucial for organizational success. The study focuses on key factors such as compensation and benefits, career growth and development, work-life balance, and organizational culture. A structured questionnaire was used to collect primary data from 120 respondents, and statistical tools such as One-Sample t-test, Friedman Test, and Pearson Correlation were applied to analyze the data. The findings indicate that employees generally exhibit a high level of job satisfaction, though variations exist across individuals.

The results further reveal that compensation and organizational culture are the most significant factors influencing job satisfaction, while career growth has comparatively lower importance. Additionally, a positive and significant relationship exists between job satisfaction and influencing factors, particularly organizational culture and work-life balance. The study emphasizes that organizations must focus on creating a supportive work environment, ensuring fair compensation, and maintaining work-life balance to enhance employee satisfaction. The findings provide valuable insights for HR managers and policymakers in designing effective strategies for improving employee engagement and retention in the IT sector.

Keywords: Job Satisfaction, IT Sector, Organizational Culture and Work-Life Balance

I.INTRODUCTION

The Information Technology (IT) sector has emerged as one of the most dynamic and rapidly growing

industries in India, particularly in metropolitan cities like Mumbai. It plays a significant role in economic development, employment generation, and global competitiveness. However, with increasing competition, technological advancements, and demanding work environments, ensuring employee satisfaction has become a major concern for organizations. Job satisfaction is a crucial determinant of employee productivity, performance, and retention, especially in knowledge-intensive industries like IT where human capital is the key resource.

Job satisfaction refers to the positive emotional state resulting from the appraisal of one's job or job experiences. In the IT sector, employees often face high work pressure, tight deadlines, and continuous skill upgradation requirements, which can significantly influence their level of satisfaction. Various intrinsic and extrinsic factors such as compensation, career growth opportunities, organizational culture, work-life balance, and job security play an important role in shaping employee attitudes toward their jobs. Studies have consistently shown that these workplace-related factors are strongly associated with overall job satisfaction among IT professionals.

In recent years, the nature of work in the IT industry has undergone significant transformation due to digitalization, remote working models, and increased reliance on technology-driven processes. While technological advancements provide flexibility and autonomy, they also lead to challenges such as job overload, stress, and monitoring, which may negatively affect employee well-being. The Job Demands-Resources (JD-R) model suggests that job

resources such as autonomy and support enhance satisfaction, whereas excessive job demands can reduce it.

Mumbai, being a major IT and business hub, provides a unique context for studying job satisfaction among employees due to its diverse workforce, competitive environment, and high cost of living. Understanding the factors influencing job satisfaction in this region is essential for organizations to design effective HR policies and improve employee engagement and retention. Therefore, this study aims to examine the key factors influencing job satisfaction among employees in the IT sector in Mumbai City, providing insights for both academic research and managerial practices.

II. REVIEW OF LITERATURE

1. Bakker & Demerouti (2007), In the research titled “The job demands–resources model: State of the art” The study concludes that the Job Demands–Resources (JD-R) model provides a comprehensive framework for understanding employee well-being and job satisfaction. It highlights that job resources such as organizational support, autonomy, and career opportunities play a crucial role in enhancing employee motivation and satisfaction, while excessive job demands like workload and stress lead to burnout and dissatisfaction. The model emphasizes the need for a balance between demands and resources, suggesting that organizations in the IT sector must focus on providing adequate support systems and reducing work pressure to improve overall job satisfaction and employee performance.
2. Dessler (2019), In the research titled “Human resource management” The study concludes that effective human resource management practices are essential for achieving high levels of job satisfaction among employees. It emphasizes that factors such as fair compensation, employee engagement, training and development, and performance appraisal systems significantly influence employees’ attitudes toward their jobs. The research highlights that organizations that invest in structured HR policies and employee welfare programs are more likely to retain talent and improve productivity. In the IT sector, where employee turnover is high, strategic HR practices play a vital role in ensuring long-term job satisfaction and organizational success.
3. Mohan & Vasumathi (2024), In the research titled “A study on factors affecting job satisfaction in the IT industry” The study concludes that job satisfaction in the IT industry is influenced by a combination of organizational and personal factors. Key determinants identified include salary, job security, work-life balance, and opportunities for career advancement. The findings reveal that employees who perceive fairness in compensation and have access to growth opportunities tend to exhibit higher levels of satisfaction. Additionally, the study highlights the importance of maintaining a supportive work environment to reduce stress and enhance employee morale, suggesting that IT companies must adopt a holistic approach to employee well-being.
4. Sharma (2025), In the research titled “Influence of employer branding on employee satisfaction in IT sector” The study concludes that employer branding has a significant impact on employee satisfaction in the IT sector. Organizations that build a strong employer brand through positive work culture, career development opportunities, and recognition programs are more successful in attracting and retaining talented employees. The research indicates that employees feel more valued and motivated when they are associated with reputed organizations, which enhances their overall job satisfaction. Thus, employer branding is not only a recruitment strategy but also a key factor in sustaining employee engagement and satisfaction.
5. Saxena & Pandita (2020), In the research titled “Factors influencing job satisfaction of IT professionals in India” The study concludes that multiple factors collectively influence job satisfaction among IT professionals, including organizational policies, leadership style, compensation, and work environment. It finds that employees are more satisfied when they experience supportive leadership, transparent communication, and opportunities for professional growth. The study also emphasizes that work-life balance and job security play a crucial role in shaping employee perceptions.

Overall, the research suggests that organizations must adopt a multi-dimensional approach to address both intrinsic and extrinsic factors affecting job satisfaction.

6. Kumar et.al (2021), In the research titled “Job satisfaction in IT industry: A study” The study concludes that job satisfaction in the IT industry is largely determined by organizational support and employee-centric policies. It highlights that employees value recognition, career development opportunities, and a positive work environment. The findings indicate that dissatisfaction often arises due to excessive workload, lack of growth opportunities, and inadequate compensation. The study suggests that organizations should focus on improving communication, providing training programs, and ensuring fair compensation to enhance employee satisfaction and reduce turnover rates.
7. Nguyen et.al (2019), In the research titled “Organizational culture and employee satisfaction” The study concludes that organizational culture plays a critical role in influencing employee satisfaction. A positive culture characterized by trust, collaboration, and effective communication leads to higher levels of job satisfaction, while a negative or rigid culture results in dissatisfaction and reduced performance. The research emphasizes that leadership and organizational values significantly shape workplace culture, which in turn impacts employee attitudes and behaviors. For IT organizations, fostering an inclusive and supportive culture is essential for improving job satisfaction and achieving sustainable growth.

Research Gap: The review of existing literature indicates that although several studies have explored factors influencing job satisfaction such as compensation, work-life balance, organizational culture, and career growth, most of these studies are either generalized across industries or focused on broader geographical contexts. There is limited research specifically examining the combined and comparative impact of these factors within the IT sector in Mumbai City, which has a unique work environment characterized by high competition, cost of living, and dynamic job roles. Additionally, prior

Demographic Factor

studies have largely focused on individual factors rather than providing an integrated analysis of multiple determinants of job satisfaction. There is also a lack of recent empirical evidence capturing the changing work patterns such as remote work, technological stress, and evolving organizational practices. Therefore, this study aims to fill these gaps by providing a comprehensive and location-specific analysis of factors influencing job satisfaction among IT employees in Mumbai City.

Research Methodology: The present study adopts a quantitative research design to examine the factors influencing job satisfaction among employees in the IT sector in Mumbai City. Primary data was collected using a structured questionnaire administered to 120 respondents selected through a convenient sampling technique. The questionnaire included demographic variables and Likert-scale statements related to job satisfaction and its influencing factors such as compensation, career growth, work-life balance, and organizational culture. The collected data was analyzed using statistical tools including One-Sample t-test, Friedman Test, and Pearson Correlation with the help of SPSS software. These tools were used to assess the level of job satisfaction, identify significant differences among influencing factors, and examine relationships between variables to derive meaningful conclusions.

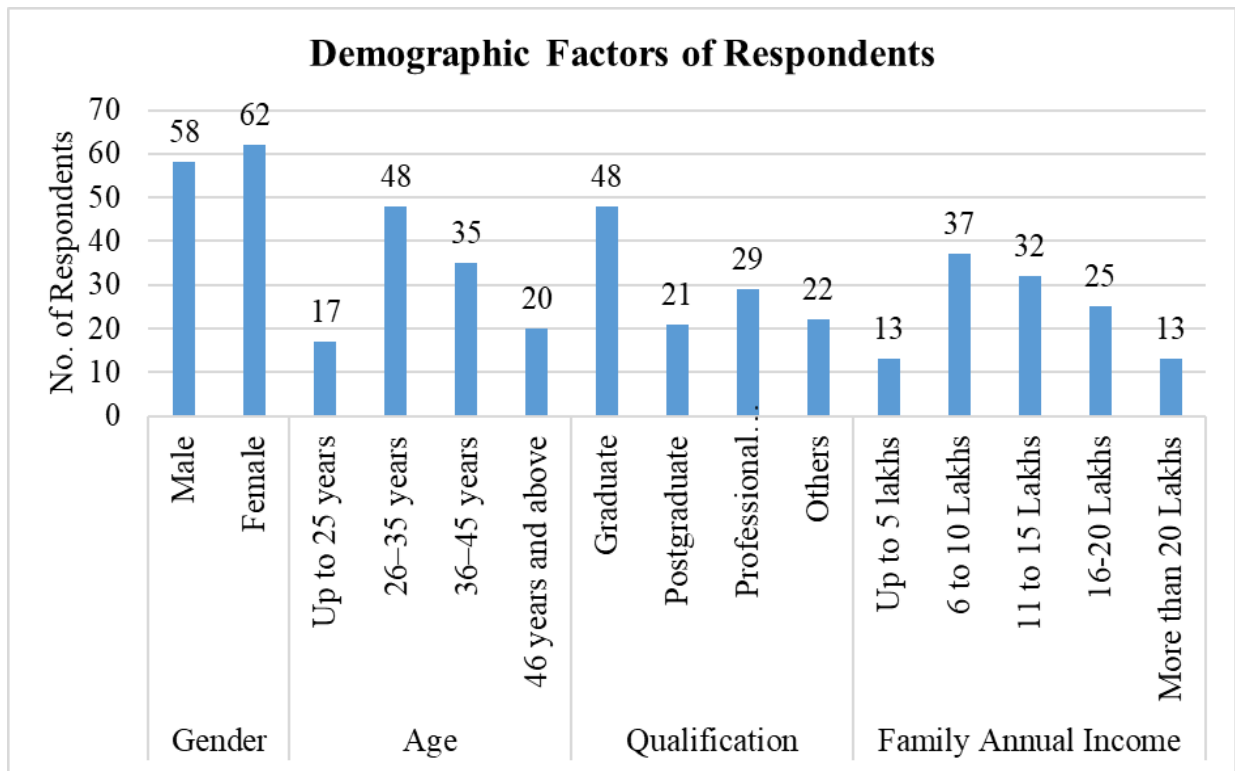
III. DATA ANALYSIS

Data analysis is a crucial stage in the research process, where the collected data is systematically organized, processed, and interpreted to derive meaningful insights. In this study, the data collected from respondents in the IT sector of Mumbai City is analyzed using appropriate statistical tools to examine job satisfaction levels and the factors influencing them. Techniques such as descriptive statistics, One-Sample t-test, Friedman Test, and correlation analysis are applied to test hypotheses and identify relationships among variables. The analysis helps in transforming raw data into useful information for drawing valid conclusions and supporting the research objectives.

Sr No.	Particular	Category	Frequency	Percent
1	Gender	Male	58	48.3
		Female	62	51.7
2	Age	Up to 25 years	17	14.2
		26–35 years	48	40.0
		36–45 years	35	29.2
		46 years and above	20	16.7
3	Qualification	Graduate	48	40.0
		Postgraduate	21	17.5
		Professional Qualification	29	24.2
		Others	22	18.3
4	Family Annual Income	Up to 5 lakhs	13	10.8
		6 to 10 Lakhs	37	30.8
		11 to 15 Lakhs	32	26.7
		16-20 Lakhs	25	20.8
		More than 20 Lakhs	13	10.8

The demographic profile of the respondents shows a fairly balanced representation across categories. In terms of gender, 51.7% of respondents are female (62) and 48.3% are male (58), indicating nearly equal participation. The majority of respondents fall in the age group of 26–35 years (40.0%), followed by 36–45 years (29.2%), suggesting that most participants are in their productive working age. Regarding educational qualification, a significant proportion are graduates

(40.0%), while others include professionals (24.2%), postgraduates (17.5%), and those in other categories (18.3), reflecting a diverse educational background. In terms of family annual income, the largest group belongs to the 6 to 10 lakhs category (30.8%), followed by 11 to 15 lakhs (26.7%) and 16–20 lakhs (20.8%), indicating that most respondents fall within the middle-income group. Overall, the data reflects a well-distributed sample with diversity in gender, age, education, and income levels.



IV.OBJECTIVE AND HYPOTHESIS

Objective 1 To assess the influencing factor of job satisfaction among employees in in IT sector in Mumbai City.

Null Hypothesis H_{01A}: There is no difference in job satisfaction levels among employees in the IT sector of a Mumbai city.

Alternate Hypothesis H_{11A}: There is a difference in job satisfaction levels among employees in the IT sector of a Mumbai city.

To study the above hypothesis, One-Sample Test is applied and results are as follows:

One-Sample Test				
Test Value = 60				
	t	df	P-value	Mean Difference
Job Satisfaction	5.949	119	.000	10.067

Interpretation: The above results indicate that calculated p-value is 0.000. It is less than 0.05. Therefore, one sample test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted.

Conclusion: There is a difference in job satisfaction levels among employees in the IT sector of a Mumbai city.

Findings: To understand the findings, mean score of job satisfaction levels among employees in the IT sector are obtained and presented as follows:

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	120	70.07	18.538	1.692

The One-Sample Statistics table indicates that the study is based on 120 respondents, with an average (mean) job satisfaction score of 70.07. This suggests that, overall, employees exhibit a relatively high level of job satisfaction. However, the standard deviation of 18.538 shows that there is considerable variation in responses, meaning employees' satisfaction levels differ noticeably across the sample. The standard error of the mean (1.692) reflects that the sample mean is a reliable estimate of the population mean, with only a small margin of error. Overall, the results indicate a

generally positive but somewhat varied perception of job satisfaction among employees.

Null Hypothesis H_{01B}: There is no difference factors of job satisfaction levels among employees in the IT sector of a Mumbai city.

Alternate Hypothesis H_{11B}: There is a difference factors of job satisfaction levels among employees in the IT sector of a Mumbai city.

To study the above hypothesis, Friedman Test is applied and results are as follows:

Test Statistics ^a	
N	120
Chi-Square	27.362
df	2
P-value	.000

a. Friedman Test

Interpretation: The above results indicate that calculated p-value is 0.000. It is less than 0.05. Therefore, Chi-Square test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted.

Conclusion: There is a difference in job satisfaction levels among employees in the IT sector of a Mumbai city.

Findings: To understand the findings, mean score of job satisfaction levels among employees in the IT sector are obtained and presented as follows:

Ranks	
	Mean Rank
Compensation and Benefits	2.19
Career Growth and Development	1.62
Organizational Culture and Work Environment	2.19

The ranks table indicates the relative importance of factors influencing job satisfaction based on their mean rank values. Compensation and Benefits and Organizational Culture and Work Environment both have the highest mean rank of 2.19, suggesting that these two factors are perceived as the most important by the respondents. On the other hand, Career Growth and Development has the lowest mean rank of 1.62, indicating that it is considered comparatively less important among the three factors. Overall, the findings highlight that financial rewards and a positive

work environment play a more significant role in influencing job satisfaction than career advancement opportunities in this study.

Objective 2 To examine the relationship between job satisfaction and its influencing factors such as career growth, work-life balance, and organizational culture.

Null Hypothesis H₀₂: There is no relationship between job satisfaction and its influencing factors such as

career growth, work-life balance, and organizational culture.

Alternate Hypothesis H₁₂: There is a relationship between job satisfaction and its influencing factors such as career growth, work-life balance, and organizational culture.

To study the above hypothesis, Correlations Test is applied and results are as follows:

Correlations					
		Job Satisfaction	Career Growth and Development	Work-Life Balance	Organizational Culture and Work Environment
Job Satisfaction	Pearson Correlation	1	.289**	.393**	.483**
	P-value		.001	.000	.000
	N	120	120	120	120
Career Growth and Development	Pearson Correlation	.289**	1	.138	.181*
	P-value	.001		.132	.048
	N	120	120	120	120
Work-Life Balance	Pearson Correlation	.393**	.138	1	.256**
	P-value	.000	.132		.005
	N	120	120	120	120
Organizational Culture and Work Environment	Pearson Correlation	.483**	.181*	.256**	1
	P-value	.000	.048	.005	
	N	120	120	120	120
**. Correlation is significant at the 0.01 level (2-tailed).					
*. Correlation is significant at the 0.05 level (2-tailed).					

Interpretation: The above results indicate that calculated p-value is 0.000. It is less than 0.05. Therefore, correlation test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted.

Conclusion: There is a relationship between job satisfaction and its influencing factors such as career growth, work-life balance, and organizational culture.

Findings: The correlation analysis reveals that job satisfaction is positively and significantly related to all three factors considered in the study. It shows a moderate positive relationship with organizational culture and work environment (r = 0.483, p < 0.01), indicating that a supportive and healthy workplace environment strongly enhances employee satisfaction. Similarly, work-life balance also has a moderate positive correlation with job satisfaction (r = 0.393, p < 0.01), suggesting that employees who maintain a

better balance between work and personal life tend to be more satisfied. Career growth and development has a weaker but still significant positive relationship with job satisfaction (r = 0.289, p < 0.01). Additionally, among the independent variables, organizational culture shows a weak but significant association with both career growth (r = 0.181, p < 0.05) and work-life balance (r = 0.256, p < 0.01), while career growth and work-life balance are not significantly related (p > 0.05). Overall, the findings indicate that organizational culture and work-life balance play a more influential role in determining job satisfaction compared to career growth.

V.CONCLUSION

The study concludes that job satisfaction among employees in the IT sector in Mumbai City is relatively high but varies significantly across individuals. The findings reveal that compensation and benefits, along with organizational culture and work environment, are the most influential factors affecting

job satisfaction, while career growth plays a comparatively lesser role. Furthermore, the study establishes a significant positive relationship between job satisfaction and key factors such as work-life balance, organizational culture, and career growth. Among these, organizational culture emerges as the strongest determinant of job satisfaction. Overall, the study highlights the importance of a supportive work environment and balanced work conditions in enhancing employee satisfaction and suggests that organizations should focus on holistic HR practices to improve employee well-being and retention.

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