ANALYSIS FOR EMPLOYEE JOB SATISFACTION IN INFORMATION TECHNOLOGY INDUSTRY IN CHENNAI CITY

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ABSTRACT:

Due to the exacting work surroundings established in IT corporations, the physical and mental well-being of the employees is at stake. For this reason a compact model should be developed by that it will the formative factors that augments employee's job satisfaction and improves productivity and consequently create them higher company citizens. Five hundred sample respondents were chosen by stratified sampling methodology from chosen the 5 IT companies during which a hundred sample respondents were selected from every company for conducting the study. The investigator has developed the new survey tool for deciding employee's job satisfaction on the idea of hierarchy theory.The abstract model was verified exploitation multiple regression analysis using SPSS 20.0. The findings of the current study discovered that the construct were seven classes like "Nature of work assigned","Interpersonal relationship", "Conducive operating environment", "Sponsorship by the corporate for varied trainings and conferences", "Industrial Relations", "Welfare Measures", "Suitable incentives and Social Security benefits". The study gave the new insight that 2-st century workers they will not solely satisfied with monetary schemes and welfare measures, they additionally expect the challenges within the job, utilization and up-gradation of skills and knowledge, etc.

KEYWORDS: *Job Satisfaction, multiple regressions, information Technology industry.*

INTRODUCTION

Over the years, Indian IT service sector services have highly developed from application development and maintenance, to emerge as full service players providing software testing, communications services, consulting and system incorporation. With the upcoming of various new technologies, it has become additional demanding for the IT companies to offer effective, updated, latest technical knowledge and skill for its employees. Chennai city has the 3rd largest IT services in India. The IT industry has plentiful extent in Chennai as it provides employment too many technically and non-technically graduate professionals. The most important IT companies in Chennai are Infosys, TCS, HCL, Wipro, Mahindra Business & IT Services, IBM, HP, Dell, Polaris etc. Service in these IT companies has greater than before the living standards and financial system of the state. The Government of Tamil Nadu has taken many steps to encourage and maintain the IT sectors in Chennai city. In Chennai, the Rajeev Gandhi Salai also known as the IT passageway of Chennai consists of hundreds of IT parks.

JOB SATISFACTION

Job satisfaction has been outlined

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as a agreeable moving state succeeding from the appraisal of the individual's job; an emotional reaction to individual's job; and an perspective towards it. As job satisfaction may be a extensively investigated and complicated development, it follows that there are various definitions of the conception. Job satisfaction is influenced by the varied factors so as to finish needed tasks during a company. However, it has been difficult to live job satisfaction to enhance the quality and productivity as a result of the individuality of the employee. so as to enhance the worker's productivity for job satisfaction, someone with high job satisfaction seems to carry typically positive attitudes, and one who is dissatisfied to carry negative attitudes towards their job to know these attitudes, they have to know the complicated and interrelated sides of job satisfaction. ht regarding worldwide industry. but supported the information Systems Strategy Triangle, a company must balance its commerce, structure and information systems methods to be booming. It is, consequently, not amazing that the work satisfaction of the IT workers is resulting in the accomplishment of any commerce these existence. because the atmosphere of IT continues to rise, the new varied it seems to have become and therefore the new needy the current worldwide neighborhood is to the promise of technological solutions to their troubles.

This study consequently looks for to summarize and analyze the conduct and ways that organizations may well be applicable as they engage the center competencies and capital they hold during a planned approach for the condition of job satisfaction. Exploitation the IT (information technology) and BPO (Business process outsource) sector area for this study, the explanation is to observe what proportion the previously mentioned factors suffering the work satisfaction of IT employees. Job satisfaction is important to workers as a result of it will influence their universal strength, joy and work-life balance. Job satisfaction is of significance to employers as a result of workers who are dissatisfied with their occupation have senior tariff of malingering, are additional likely to offer up their jobs, get there behind for work, make less than colleagues who are better-off in their jobs and may unenthusiastically modification the spirits of the organization. a low altitude of job satisfaction is additionally reflected in a company's substructure procession as the costs connected with dissatisfaction employees will willingly be deliberate by looking at what an organization spends hiring and preparation fresh employees, and also found that when low levels of job satisfaction led employees to discover other service, their previous colleagues' job satisfaction levels were exaggerated unenthusiastically suitable to the stress of adjusting to recent co-workers.

Job satisfaction, as a general thought, depends on the contract among an individual's totality of attitudes, happiness, behavioural patterns, emotional responses, social roles, and different individual personality that bear over long episode of time and that person's work atmosphere. The work a personal performs goes beyond a financial gain, it shows status and conceitedness, and the bottom line is job satisfaction. The more thought is that individuals who work in information technology fields are fairly totally different from others in their approach to occupation; they are doing work for money, however they usually do a similar kind of work just for pleasant. This one characteristic can build the distinction between what factors modification job satisfaction in different employees and what factors could also be a lot of vital, not the maximum amount of significant or exceptional to IT employees.

REVIEW OF LITERATURE

Nanjamari.K (2013)this study examined "job satisfaction among Information Technology (IT) employees in Bangalore city Karnataka state, neighbourhood. The purpose of this study is to quantify the job satisfaction level of IT workers in the Bangalore city, area, paying particular attention to two of the most important factors of job satisfaction for IT workers: self-rule and the occasion for progress. It is, consequently, suggested that future research with a larger sample is essential in order to measure the purpose of these findings to the general population of the IT employees. A further suggestion for future research would be to carry out the survey using a shorter questionnaire to keep away from high numbers of deserted surveys. But perhaps the survey delivery platform company could be persuaded to allow participants to return to the study more than once, giving people the opportunity to answer a few questions per trip so that it's more convenient for them. Future research should compare results of job satisfaction among information technology (IT) employees in the organized sector with the job

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satisfaction of those in the unorganized sector. Presently, the researcher is oblivious of any other survey of job satisfaction of IT workers having been done on those in the Bangalore city area, thus this study plays a major part in adding knowledge to the IT employees' database".

Dr. Samuel Jeyaseelan (2015)in conclusion it was confirmed that "job satisfaction and efficiency of IT sectors have a strong relationship with each other.Of course, they are inversely proportional to each other. In other words, the levels of job satisfaction among IT employees determine the level of efficiency among them. it was found out that ,most IT employees have a favourable attitude to their work.A very negligible number of them have an unfavorable attitude to their work. What is important is that the favourable ormoderate attitude the IT employees have on their job and the level of efficiency".
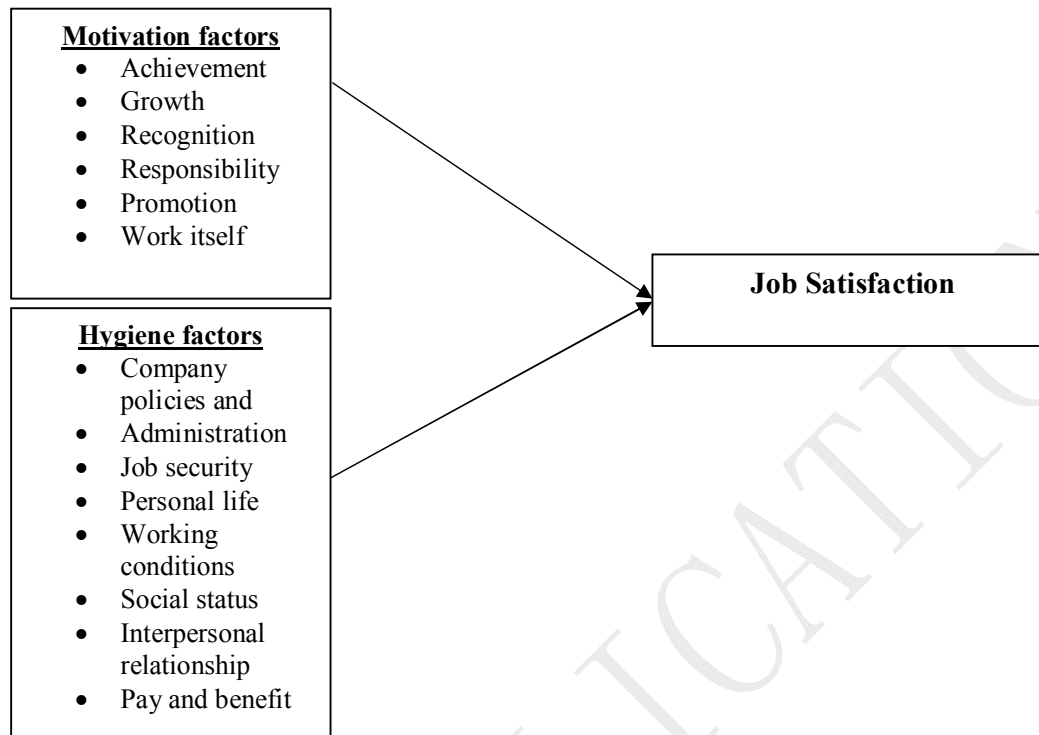
D.S.R. Adikaram (2016)the goal of this study is to augment the knowledge of "impact of work life balance on employee job satisfaction. This study revealed work life balance is significantly associated with job satisfaction. However, this study did not explore the level of satisfaction among gender across employees. This study focused primarily on analyzing work life balance on job satisfaction across five factors of Working hours, Working conditions, work pressure, change of job and WLB programs without considering the variety of demographic and professional variables".

Dr.D.Rajasekar (2017)as the findings indicates that "the employees are satisfied with their job, work time and flexiblework environment including availing leave facilities. Study also revealed that the employeesare able to manage balance between work life and personal life. Study proved that theemployees felt that their team leader is friendly encouraging and guides them in their work.This shows that the employees are satisfied towards the leadership. Some of the reasons thatmake the employees to get dissatisfied are compensation, conveyance facilities and lack ofcareer advancement. As the respondents clearly revealed that they may not hesitate to quit thejob in the absence of flexible work environment, supportive colleagues, friendly leadership,and balanced work-life, which is a symptom of intention to attrition, these factors may pave away for employees stress as a consequence it may lead to attrition if this problem is not timelyaddressed by the management. It can be concluded that the employees are more inclinedtowards intention to quit the job if they find better opportunities, higher compensation and inpursuit of higher education which is a common phenomenon among employee attrition".

A. Marcus and Namitha and M. Gopinath (2017) Chennai has number of factors such as "strong infrastructure,government support, quality of human resources, and strong trackrecord of quality and delivery of IT services and products, whichhas made the city the second most-sought after destination by theIT companies. The companies are in dire need to concentrate onretaining their workforce due to huge demand for skilledemployees. The employees need to be engaged through various HR practices such as career development, leadership,communication, monetary benefits, rewards and recognition".

M. John Britto (2018) this study was explained that "the all psychological capital factors were observed to have a positive effect on psychological capital. Similarly, psychological capital was also observed to have a positive effect on engagement. There will be 1-unit increase in engagement for every 7.755-unit increase in psychological capital. This implies that a higher amount of psychological capital is required for a unit change in engagement. Hope in employees can be fostered by setting smaller milestones and celebrating the achievement of such smaller goals. Hope can also be fostered by training employees to look at the larger picture and solving problem of small magnitude and ultimately reaching the big target. Self-efficacy can be fostered by popularising past successful experiences and capitalising on it. Social modelling could be followed in conjunction with social persuasion. A negative mindset can be transformed to a positive mindset by training employees to look at issues differently and to explore as many alternative solutions as possible. Resilience can be fostered by strengthening the ability to face reality, comprehending the nuances of the situation and improvising the situation each time. Optimism can be fostered through training employees to be focused and having a vision".

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CONCEPTUAL MODEL OF JOB SATISFACTION

Motivation factors
- Achievement
- Growth
- Recognition
- Responsibility
- Promotion
- Work itself

Hygiene factors
- Company policies and
- Administration
- Job security
- Personal life
- Working conditions
- Social status
- Interpersonal relationship
- Pay and benefit

Job Satisfaction

RESEARCH METHODOLOGY

The study is descriptive in nature. It attempts to describe the factors influencing job satisfaction of employees working in IT industry. The stratified random sampling technique has been used to select the employees from the selected IT companies for the study. The primary data was collected from the 500 employees who are working in IT companies at Chennai. The designed questionnaire was circulated by the researcher through the HR managers of the selected five IT companies in Chennai city. As per the list the top five IT companies are TCS, Infosys, Wipro, HCL and Tech Mahindra. The respondents for our study are those who are employed in TCS, Infosys, Wipro, HCL and Tech Mahindra & Mahindra IT systems located in Chennai city. We target fairly all the employees from these IT company's in other words, our respondents consist of employees from all hierarchy level (i.e. Top, Middle, and Low level) in the IT companies, which include the employees working in technical and non-technical departments in IT Companies. Five hundred sample respondents were selected by using stratified random sampling method from the selected five IT companies where 100 sample respondents were selected from each company and where (n) 500 samples were collected for conducting the study. The researcher has developed the new survey instrument for measuring job satisfaction on the basis of Frederick Hertzberg's two factor theory and also verified the reliability, validity and content validity of the designed questionnaire after the pilot study and appropriate changes were made to improve the quality of the survey instrument.

OBJECTIVES
- ✓ To describe the various socio- demographic characteristics of the employees of IT sectors
- ✓ To examine the relationship among the various parameters and find the job satisfaction of IT sectors employees in Chennai city.

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TOOLE USED BY MULTIPLE REGRESSION ANALYSIS

Employee Job Satisfaction The level of job satisfaction among the selected employees working in IT industry at Chennai is analyzed through "Multiple Regression Model".

Regression analysis is a mathematical measure of average relationship between two or more variables in terms of original units of data. Regression is used to create an equation (or) transfer function from the measurements of the system's inputs and outputs acquired during a passive or active experiment.

RELIABILITY AND VALIDITY OF DATA

As the Cronbach's alpha of twenty reveal .800 and more than .800 as alpha. So, it is confirmed that the data are highly reliable and valid for analysis. The following table shows that, the Cronbach's alpha value for every dimension of the Employees Job Satisfaction in Information Technology Organizations in Chennai City.

Table No - 1

Reliability Statistics	
Cronbach's Alpha	N of Items
0.834	20

Source: Output generated from SPSS 20

DATA ANALYSIS
1. Frequency Analysis for socio- Demographic Profile of the employee

Table No – 2
Demographic profile of the employee

Socio-Demographic profile of the Executives	Variables	Frequency	Percent
Gender	Male	270	54
	Female	230	46
	Total	**500**	**100.0**
Management Level	Developer	205	41
	Team Leader	175	35
	Manager	120	24
	Total	**500**	**100.0**
Experience	Up to 3 years	230	46
	4 to 6 years	165	33
	More than 6 years	105	21
	Total	**500**	**100.0**

Source: Output generated from SPSS 20

The above represent the Gender of IT sector employees. 54% of the employees in IT sector of Chennai city are females and 46% of the employees of IT sector of Chennai City are males It is experiential that most of the IT sector employees are females. It also discover the management levels of selected employees in the IT sectors 41% of the selected employees in the It sectors are working as developer, Out of 500 selected employees in the IT sectors, 35% of the employees are working as Team leader and 24% of the selected employees in the IT sector are working as Manager. It is clear that most of the selected employees in the IT Sector (41%) are working as developers.

It shows the work experience of the selected employees in the IT sectors. Out of 500 selected employees in the IT sectors, 46 % of the employees had less than 3years of experience, 33 % of the

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selected employees in the IT sectors had 4-6 years of work experience and 21% of the selected employees in the IT sectors had above 6 years of work experience. It shows that most of the selected employees in the IT sectors have less than 3 years of experience.

2. MULTIPLE REGRESSION MODEL DEVELOPMENT FOR EMPLOYEE SATISFACTION TOWARDS EMPLOYEE JOB SATISFACTION IN INFORMATION TECHNOLOGY ORGANIZATIONS IN CHENNAI CITY

Regression analysis is a mathematical measure of average relationship between two or more variables in terms of original units of data. Regression is used to create an equation (or) transfer function from the measurements of the system's inputs and outputs acquired during a passive or active experiment *(Kazmier, 2004).* The transfer function is then used for sensitivity analysis, optimization of system performance and tolerance the system's components *(Antis et al., 2006).* A Path diagram represents the response (The Overall satisfaction of the employee) and the predictors such as:

1. Financial rewards
2. Nature of work assigned
3. Opportunities for Promotion/Career advancement with clarity of rules and regulations
4. Interpersonal relationship
5. Superior–subordinate relationship
6. Conducive working environment
7. Challenges in the job
8. Opportunities to use my skills and abilities
9. The way the work competence is recognized
10. Amount of freedom to decide how to do my work assigned
11. Sponsorship by the company for various trainings and conferences
12. Employee's acquaintance with the changing procedures and regulations of the company through refresher/orientation courses
13. Due recognition given to the development of employees
14. Encouragement for the employee's higher studies
15. The adjustability and suitability of work timings
16. Industrial Relations
17. The sufficiency of fund allocation for training
18. Welfare Measures
19. Suitable incentives and social security benefits
20. Participation in decision-making

Multiple regression analysis was conducted using the Overall satisfaction of the employee as a dependent variable and (1) Financial rewards, (2) Nature of work assigned, (3) Promotion/Career advancement, (4) Interpersonal relationship, (5) Superior–subordinate relationship, (6) Conducive working environment, (7) Challenges in the job, (8) Skills and Abilities, (9) Competence is recognized, (10) Amount of freedom to decide how to do my work assigned, (11) Sponsorship by the company for various trainings and conferences, (12) Employee's acquaintance with the changing procedures and regulations of the company through refresher/orientation courses, (13) Due recognition given to the development of employees, (14) Encouragement for the employee's higher studies, (15) The adjustability and suitability of work timings, (16) Industrial Relations, (17) The sufficiency of fund allocation for training, (18) Welfare Measures, (19) Suitable incentives and social security benefits, (20) Participation in decision-making.
The model has the following form:

Overall satisfaction of the employee= **f{**(1) Financial rewards + (2) Nature of work assigned + (3) Promotion/Career advancement + (4) Interpersonal relationship + (5) Superior–subordinate relationship + (6) Conducive working environment + (7) Challenges in the job + (8) Skills and Abilities + (9) Competence is recognized + (10) Amount of freedom to decide how to do my work assigned + (11)

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Sponsorship by the company for various trainings and conferences + (12) Employee's acquaintance with the changing procedures and regulations of the company through refresher/orientation courses + (13) Due recognition given to the development of employees + (14) Encouragement for the employee's higher studies + (15) The adjustability and suitability of work timings + (16) Industrial Relations + (17) The sufficiency of fund allocation for training + (18) Welfare Measures + (19) Suitable incentives and social security benefits + (20) Participation in decision-making**)}**

Table – 2
Model Summary for multiple regression models for Overall satisfaction of the employee towards Employees Job Satisfaction in Information Technology Organizations in Chennai City

Model	R	R Square[b]	Adjusted R Square	Std. Error of the Estimate
1	.723[a]	.523	.404	1.227

a. Predictors: (Constant), Participation in decision-making, Financial rewards , Opportunities to use my skills and abilities , The adjustability and suitability of work timings , Superior–subordinate relationship , Industrial Relations , Sponsorship by the company for various trainings and conferences , Challenges in the job , Interpersonal relationship , Conducive working environment , Nature of work assigned , Due recognition given to the development of employees , Welfare Measures , Employee's acquaintance with the changing procedures and regulations of the company through refresher/orientation courses , Suitable incentives and social security benefits , The sufficiency of fund allocation for training , The way the work competence is recognized , Opportunities for Promotion/Career advancement with clarity of rules and regulations , Amount of freedom to decide how to do my work assigned , Encouragement for the employee's higher studies

b. Dependent Variable: Overall satisfaction of the employee

Source: Output generated from SPSS 20

Table – 3
ANOVA table of multiple regression models for Overall satisfaction of the employee towards Employees Job Satisfaction in Information Technology Organizations in Chennai City

Model		Sum of Squares	Degree of freedom	Mean Square	F- value	Significant
1	Regression	132.220	20	6.611	4.388	.000[b]
	Residual	120.532	80	1.507		
	Total	252.752	100			

a. Dependent Variable: Overall satisfaction of the employee

b. Predictors: (Constant), Participation in decision-making, Financial rewards , Opportunities to use my skills and abilities , The adjustability and suitability of work timings , Superior–subordinate relationship , Industrial Relations , Sponsorship by the company for various trainings and conferences , Challenges in the job , Interpersonal relationship , Conducive working environment , Nature of work assigned , Due recognition given to the development of employees , Welfare Measures , Employee's acquaintance with the changing procedures and regulations of the company through refresher/orientation courses , Suitable incentives and social security benefits , The sufficiency of fund allocation for training , The way the work competence is recognized , Opportunities for Promotion/Career advancement with clarity of rules and regulations , Amount of freedom to decide how to do my work assigned , Encouragement for the employee's higher studies

Source: Output generated from SPSS 20

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Table – 4
Coefficients for multiple regression models for Overall satisfaction of the employee towards Employees Job Satisfaction in Information Technology Organizations in Chennai City

| Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Significant value
		B	Std. Error	Beta		
1	(Constant)	10.426	1.258		8.287	.000
	Financial rewards	-.362	.150	-.292	-2.416	.018
	Nature of work assigned	.066	.204	.059	.322	.749
	Opportunities for Promotion/Career advancement with clarity of rules and regulations	-.202	.208	-.193	-.971	.335
	Interpersonal relationship	.147	.176	.138	.835	.406
	Superior–subordinate relationship	-.213	.162	-.188	-1.310	.194
	Conducive working environment	.136	.148	.114	.918	.361
	Challenges in the job	-.098	.206	-.087	-.477	.635
	Opportunities to use my skills and abilities	-.130	.203	-.096	-.641	.523
	The way the work competence is recognized	-.187	.156	-.140	-1.201	.233
	Amount of freedom to decide how to do my work assigned	-.887	.245	-.393	-3.624	.001
	Sponsorship by the company for various trainings and conferences	.224	.206	.110	1.085	.281
	Employee's acquaintance with the changing procedures and regulations of the company through refresher/orientation courses	-.115	.123	-.096	-.935	.353
	Due recognition given to the development of employees	-.105	.168	-.097	-.627	.533
	Encouragement for the employee's higher studies	-.128	.191	-.112	-.667	.507
	The adjustability and suitability of work timings	.145	.177	.140	.820	.415
	Industrial Relations	.005	.157	.004	.031	.976
	The sufficiency of fund allocation for training	-.052	.160	-.043	-.327	.745
	Welfare Measures	.128	.175	.113	.733	.466
	Suitable incentives and social security benefits	.119	.201	.105	.591	.556
	Participation in decision-making	-.325	.163	-.230	-1.994	.050
a. Dependent Variable: Overall satisfaction of the employee						

Source: Output generated from SPSS 20

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Based on the analysis, formulated the transfer function for The Overall satisfaction employee:

Overall satisfaction of the employee= f {11.863- 0.065 (Financial rewards)- 0.239 (Nature of work assigned)- 0.161 (Opportunities for Promotion/Career advancement with clarity of rules and regulations) - 0.186 (Interpersonal relationship)-1.093 (Superior–subordinate relationship) + 0.332 (Conducive working environment)- 0.006 (Challenges in the job)- 0.254 (Skills and abilities) - 0.227 (The work competence is recognized) + 0.388 (Freedom to decide work assigned) - 0.078 (Trainings and conferences) + 0.014 (Employee's refresher/orientation courses) + 0.159 (Due recognition given to the development of employees) + 0.102 (Encouragement for the employee's higher studies) - 0.624 (The adjustability and suitability of work timings Industrial Relations) - 0.078 (Industrial Relations)- 0.210 (The sufficiency of fund allocation for training)+ 0.218 (Welfare Measures)- 0.106 (Suitable incentives and social security benefits)- 0.156(Participation in decision-making**)}................ (1)**

## Model validation

The regression model has explained the variation accounts for 99 percent (R Square 0..523 of the total Variation seen in the experiment (*Ng et al., 2004*). The F ratio is significant value is less than 0.000 at the 1% level, which means that the results of the regression models could hardly have occurred by chance *(Chacker and Jabnoun, 2003).* The quality of the regression can also be assessed from a plot of residuals versus the predicted values. The above three points indicate that the model is good and acceptable one. *(Antis et al., 2003)*

Figure – 1
Regression standardized residual for Overall satisfaction of the employee towards Employees Job Satisfaction in Information Technology Organizations in Chennai City
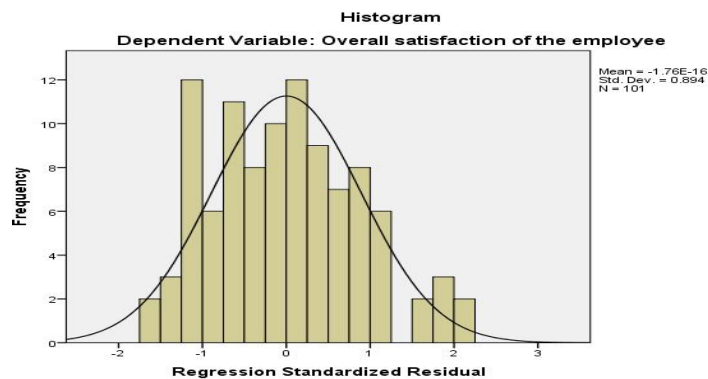
Figure – 2
Normal P-P Plot regression standardized residual for Overall satisfaction of the employee towards Employees Job Satisfaction in Information Technology Organizations in Chennai City

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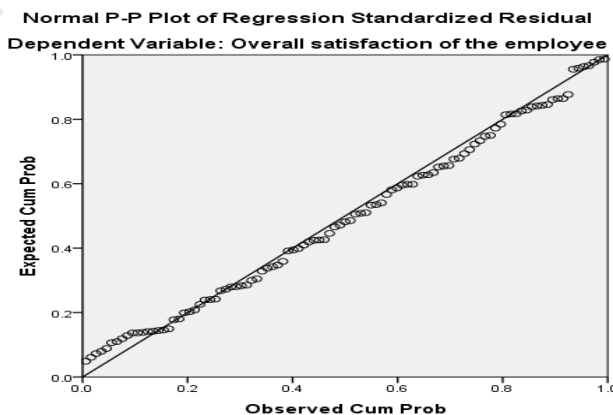
Overall satisfaction of the employee= f {10.426 - 0.362 (Financial rewards) + 0.066 (Nature of work assigned) - 0.202 (Opportunities for Promotion/Career advancement with clarity of rules and regulations) + 0.147 (Interpersonal relationship) – 0.213 (Superior–subordinate relationship) + 0.136 (Conducive working environment) - 0.098 (Challenges in the job) - 0.130 (Skills and abilities) - 0.187 (The work competence is recognized) – 0.887 (Freedom to decide work assigned) + 0.224(Trainings and conferences) – 0.115 (Employee's refresher/orientation courses) – 0.105 (Due recognition given to the development of employees) - 0.128 (Encouragement for the employee's higher studies) + 0.145 (The adjustability and suitability of work timings Industrial Relations) + 0.005 (Industrial Relations) - 0.052 (The sufficiency of fund allocation for training) + 0.128 (Welfare Measures) + 0.119 (Suitable incentives and social security benefits) - 0.325 (Participation in decision-making)**}................. (2)**

There is negative relationship between the 'Financial rewards' and 'The Overall satisfaction of the employee, as the regression coefficient is - 0.362. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.362 Per cent if the 'Financial rewards' increase by 1 Per cent without change of all other predictors.

There is positive relationship between the 'Nature of work assigned' and 'The Overall satisfaction of the employee, as the regression coefficient is 0.066. Mathematically, it means that 'The Overall satisfaction of the employee will increase by 0.066 Per cent if the 'Nature of work assigned' increase by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Opportunities for Promotion/Career advancement with clarity of rules and regulations' and 'The Overall satisfaction of the employee, as the regression coefficient is - 0.202. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.202 Per cent if the 'Opportunities for Promotion/Career advancement with clarity of rules and regulations' increase by 1 Per cent without change of all other predictors.

There is positive relationship between the 'Interpersonal relationship' and 'The Overall satisfaction of the employee, as the regression coefficient is 0.147. Mathematically, it means that 'The Overall satisfaction of the employee will increase by 0.147 Per cent if the 'Interpersonal relationship' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Superior–subordinate relationship' and 'The Overall satisfaction of the employee, as the regression coefficient is – 0.213. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.213 Per cent if the 'Superior–subordinate relationship' increases by 1 Per cent without change of all other predictors.

There is positive relationship between the 'Conducive working environment' and 'The Overall satisfaction of the employee, as the regression coefficient is + 0.136. Mathematically, it means that 'The Overall satisfaction of the employee will increase by 0.136 Per cent if the 'Conducive working environment' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Challenges in the job' and 'The Overall satisfaction of the employee, as the regression coefficient is – 0.098. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.098 Per cent if the 'Challenges in the job' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Skills and abilities' and 'The Overall satisfaction of the employee, as the regression coefficient is – 0.130. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.130 Per cent if the 'Skills and abilities' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'The work competence is recognized' and 'The Overall satisfaction of the employee, as the regression coefficient is – 0.187. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.187 Per cent if the 'the work competence is recognized' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'to decide work assigned' and 'The Overall satisfaction of the employee, as the regression coefficient is - 0.887. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.887 Per cent if the 'to decide work assigned' increases by 1 Per cent without change of all other predictors.

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There is positive relationship between the 'Trainings and conferences' and 'The Overall satisfaction of the employee, as the regression coefficient is 0.224. Mathematically, it means that 'The Overall satisfaction of the employee will increase by 0.224 Per cent if the 'Trainings and conferences' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Employee's refresher/orientation courses' and 'The Overall satisfaction of the employee, as the regression coefficient is - 0.115. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.115 Per cent if the 'Employee's refresher/orientation courses' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Due recognition given to the development of employees' and 'The Overall satisfaction of the employee, as the regression coefficient is - 0.105. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.105 Per cent if the 'Due recognition given to the development of employees' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Encouragement for the employee's higher studies' and 'The Overall satisfaction of the employee, as the regression coefficient is - 0.128. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.128 Per cent if the 'Encouragement for the employee's higher studies' increases by 1 Per cent without change of all other predictors.

There is positive relationship between the 'The adjustability and suitability of work timings Industrial Relations' and 'The Overall satisfaction of the employee, as the regression coefficient is + 0.145. Mathematically, it means that 'The Overall satisfaction of the employee will increase by 0.145 Per cent if the 'The adjustability and suitability of work timings Industrial Relations' increases by 1 Per cent without change of all other predictors.

There is positive relationship between the 'Industrial Relations' and 'The Overall satisfaction of the employee, as the regression coefficient is + 0.005. Mathematically, it means that 'The Overall satisfaction of the employee will increase by 0.005 Per cent if the 'Industrial Relations' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Industrial Relations' and 'The Overall satisfaction of the employee, as the regression coefficient is – 0.052. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.052 Per cent if the 'Industrial Relations' increases by 1 Per cent without change of all other predictors.

There is positive relationship between the 'The sufficiency of fund allocation for training' and 'The Overall satisfaction of the employee, as the regression coefficient is + 0.128. Mathematically, it means that 'The Overall satisfaction of the employee will increase by 0.128 Per cent if the 'The sufficiency of fund allocation for training' increases by 1 Per cent without change of all other predictors.

There is positive relationship between the 'Welfare Measures' and 'The Overall satisfaction of the employee, as the regression coefficient is + 0.119. Mathematically, it means that 'The Overall satisfaction of the employee will increase by 0.119 Per cent if the 'Welfare Measures' increases by 1 Per cent without change of all other predictors.

There is negative relationship between the 'Participation in decision-making' and 'The Overall satisfaction of the employee, as the regression coefficient is – 0.325. Mathematically, it means that 'The Overall satisfaction of the employee will decrease by 0.325 Per cent if the 'Participation in decision-making' increases by 1 Per cent without change of all other predictors.

FINDINGS

The regression model has explained the variation accounts for 99 percent (R Square 0.515 of the total Variation seen in the experiment (*Ng et al., 2004*). The F ratio is significant value is less than 0.000 at the 1% level, which means that the results of the regression models could hardly have occurred by chance *(Chacker and Jabnoun, 2003).* The quality of the regression can also be assessed from a plot of residuals versus the predicted values. The above three points indicate that the model is good and acceptable one. *(Antis et al., 2003)*

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CONCLUSION AND RECOMMENDATION

The present study has divided the employee's job satisfaction into 20 variables. The employees were seven categories like Nature of work assigned, Interpersonal relationship, Conducive working environment, Sponsorship by the company for various trainings and conferences, Industrial Relations, Welfare Measures, Suitable incentives and social security benefits. The above analysis shows that the total composition of each factor that provides information regarding the items that constituted these sevenvariables with their regression model could hardly have occurred by chance. The regression model has explained the variation accounts for 99 percent (R Square 0.515 of the total Variation seen in the experiment. The seven variables solution may also be suggested as factors that influence employees towards job satisfaction in IT companies at Chennai. All the dimensions are named on the basis of the contents of final items making up each of the seven variables. All the items are found highly loaded under these seven variables, which indicate that the employees are highly satisfied towards their job.

In conclusion it was confirmed that job satisfaction and efficiency of IT sectors have a strong relationship with each other.Of course, they are inversely proportional to each other. In other words, the levels of job satisfaction among IT employees determine the level of efficiency among them. it was found out that ,most IT employees have a favourable attitude to their work.A very insignificant number of them have an unfavorable attitude to their work. What is important is that the favourable ormoderate attitude the IT employees have on their job and the level of efficiency.

Based on the analysis, the job satisfaction can be measured using the factors such as psychological, physical andenvironmental inIT Company.However, the conceptual model has to be developed for job satisfaction with thefactors such as psychological, physical and environmental to generalize the findings for a similar set of ITCompany.

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