

# Study of Work Motivation and Job Satisfaction among Developers in IT Sector

Renuka Bhardwaj

MAPsychology /PGDM-HR / SHRM Certified

Submitted: 25-01-2022

Revised: 05-02-2022

Accepted: 08-02-2022

## ABSTRACT

Today's IT Sector is growing at a very fast rate and with the growth in services it has created global employment opportunities, most of our young generation prepares to be a Software Engineer. Companies in order to sustain in the market are focusing on Human Resources i.e. Employees. Unless employees are motivated enough to contribute to the company's goal they won't put in their cent percent and it's very necessary to get satisfaction from the task they are performing. The aim of this study is to analyze work motivation and Job satisfaction among Junior and Senior Software Developers working in the IT Sector.

**Keywords:** Software Developers, IT Sector, Motivation, Job Satisfaction

## I. INTRODUCTION

Nowadays Organizations are operating in a cut-throat competitive market dealing with all sorts of competitions and trying to figure out what is the best way to sustain in this globally competitive world.

Since in this era it's been found that Employees are the most important resource for any organization, it is very important to keep working on plans to keep them motivated and happy. Organizations are taking various steps to make policies employee-friendly so that they can keep them for a long time and don't lose them to competitors. Organizations are taking help from

experts and implementing all the possible Recruitment strategies to hire the best talent and to keep them satisfied and motivation is the next challenge for them. Attrition rates need to go down to sustain for the long run. Usually even companies with the best of technology and

equipment and still it's difficult for them to achieve targets. They are providing the best policies in the market but sadly are not able to retain the good employees or even though they have

the best of employees in terms of technological knowledge and experience. Motivation for Work happens to be a human stipulation wherein competency for work and willpower for that work blend collectively. It is the final analysis of the efficiency of more or less each organization since it is straightforwardly associated with the outcome attained.

According to Pinder (2008), "Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, to determine its behavior, and to determine its form, direction, intensity, and duration."

Every employer desires to appoint optimistically motivated persons who yearn for work and will persist to endeavor hard through the entire phase of employment. A motivated workforce is enthusiastic to put forth a meticulous intensity of effort, for a definite amount of time, towards a scrupulous target. When individuals have clear work destinations, the correct aptitudes, and a steady workplace, they have adequate motivation to accomplish work goals. Since the work intention of employees influences their efficiency, one of the administration's occupations is to channelize worker motivation viably towards accomplishing hierarchical objectives.

**The objective of the Study** To find out Job Satisfaction To find out Motivation

This study aims to find work motivation and Job Satisfaction of Junior and Senior Developers. The research is a cross-sectional study that is moving towards findings of the current level of employee satisfaction and motivation. It is a type of observational study where data was collected at one point in time.

## II. METHODOLOGY

**Sample**

Participants of this Study were Software Developers of an IT Service Firm based in Delhi, two firms from Delhi were selected. Total 100 Developers were Targeted to fill the Questionnaire out of which 63 responded, a Response of 3 was incomplete and only 60 Developers response was counted in this study: 30 Junior Software Developers and 30 Senior Software Developers.

**Procedure**

A quantitative method was adopted for this study by making use of questionnaires. A cover letter was attached with the questionnaire explaining the nature of the study, assuring participants that their responses will be kept confidential and that only members of the research team will access them. Developers with 6 months to 5 years were considered as Juniors and More than 5 year experience were considered as senior Developers. Due to Restrictions in Travelling and work from home conditions in the office, the Questionnaire was shared online.

Data was collected and incomplete forms were not included in the study, Data was analyzed via T-Test. The data-gathering instruments that were used are-

- 1) The Job Satisfaction Survey (JSS)
- 2) The Work Extrinsic and Intrinsic Motivation Scale (WEIMS)
- 3) Biographical Questionnaire (Self Developed).

**The hypothesis of the Study**

H1a: There will be a significant difference between Job Satisfaction of Junior and Senior software engineers.  
 H1b: There is a Significant No Difference between Job Satisfaction between Junior and Senior Software Engineers  
 H2a: There is a significant difference between Intrinsic Motivation of Junior and Senior software engineers.  
 H2b: There is no Significant Difference between Intrinsic

Motivation between Junior and Senior Software Engineers

**INCLUSION CRITERIA (sample)**

- Experience in Software Development
- Lives in Delhi/NCR
- Works in an IT firm
- Have done B.Tech from computer science and IT

**EXCLUSION CRITERIA - (sample)**

- Working at some other IT Profile
- Doesn't reside in Delhi/NCR
- Doesn't work in an IT firm
- Haven't done B.Tech from computer science and IT

**III. RESULT**

- (i)  
 H1a: There is a significant difference between Job Satisfaction of Junior and Senior software engineers.  
 H1b: There is no Significant Difference between Job Satisfaction of Junior and Senior Software Engineers.

The hypothesis states that there will be a significant difference in the Job Satisfaction of junior and senior engineers. To compute the results, a t-test will be used.

The mean score of junior managers on Job Satisfaction came out to be 151.3, and the standard deviation is 28.35  
 The mean of senior managers is 141.93 and the standard deviation is 11.15.

The t score came out to be 1.66 (p < 0.05) which is statistically significant at 5% confidence level. It means that there is a difference between the Job Satisfaction of senior managers and junior managers, and that difference is Significant

Variable	N	Mean	SD	t
Junior	30	151.3	28.35	1.66*
Senior	39	141.93	11.15	

Therefore H1a has been accepted as there came out to be a significant difference between the Job Satisfaction of junior and senior managers.

- (ii)  
 H2a: There is a significant difference between Intrinsic Motivation of Junior and Senior software engineers.  
 H2b: There is no Significant Difference between Intrinsic Motivation between Junior and Senior Software

Engineers

developers to test the hypotheses, t-test was computed. Results are shown below-

It was hypothesized that there will be a significant difference in the Intrinsic Motivation of junior and senior

Variable	N	Mean	SD	t'
Junior	30	26.28	3.28	0.68
Senior	30	25.79	2.17	

It can be seen in the above table that the mean score of junior engineers came out to be 26.28 and the standard deviation was computed to be 3.28. The mean score of senior engineers came out to be 25.79 and the standard deviation is 2.17

The t score was computed to be 0.68 ( $p > 0.05$ ), which means that the results are not significant statistically. It means that there is no significant difference in the Intrinsic Motivation of the junior and senior managers. Hence H2b has been accepted.

#### IV. DISCUSSION

With the Research outcome it was seen that there was a significant Difference of Job Satisfaction between Junior and Senior Developers, since Seniors have scored more it can be stated that

senior Developers are more satisfied with their Job than the Junior ones. There could be various reasons for this. Juniors just started their careers and are looking forward to constant

up-gradation and they have a keen sight to explore more, to be in the system, and to reach the target they always keep learning more to have an upward career graph. Another reason could be the aim of reaching a particular level in Hierarchy and to have a successful future. That's why

Juniors are always keen to grab more and more responsibilities. Not having many other home responsibilities at such a younger age Juniors can easily devote more time towards the career graph. On the other hand, Seniors have experienced several years of their Job roles and properly are usually satisfied with their journey. After devoting so much time and energy, exploring the

corporate world, there comes a time whenever you need stability. Another reason could be

since juniors are Young Developers and just started professional life and don't have much family financial dependencies hence they have the bandwidth to take risks for better opportunities on the second hand Seniors are settled Adults and they

usually prefer stability.

Intrinsic motivation is all about enjoying and doing your task without expecting any external rewards, which means it describes a situation where we are doing a task without any external pressure or aim to achieve something or win rewards, we are doing it because we like it and find it enjoyable. In this Research while looking towards the Difference of Intrinsic Motivation between Junior and Senior Developers there was no significant difference hence it is stated that regardless of Experience and Job roles and different Targets in life both categories of Junior and senior developers were almost equally motivated towards their work responsibilities. This could be because of the reason that No matter what level they stand currently in their career graph they are putting full zeal into their current Job profile and Justifying their Roles. This is also a good

condition for the organization that even though resources are having different visions but still they are putting their efforts into the currently assigned responsibilities and contributing towards the organization's success.

Organizations should keep researching the current state of their people and should make plans and initiatives to make the workplace a happy place, motivated and satisfied employees are key resources and contribute in a true manner for the success of organizations and helping organization to achieve the Target and make a place in the Market. Work motivation and job satisfaction are two of the critical study areas where all human resources should dig in.

#### V. CONCLUSION

Noticing current market dependencies on IT Sector this study was aimed to understand the Work Motivation and Job Satisfaction among Developers in the IT Sector, Response of 30 Junior and 30 senior managers were chosen who fulfilled the inclusion criteria, as the subjects for the study. Job

satisfaction survey (Spector, 1977) and The Work Extrinsic and Intrinsic Motivation Scale (Desi & Ryan, 2000) were used along with a biographical questionnaire to assess the subjects on the variables. It was found out that the senior engineers are significantly more satisfied than junior engineers, but the motivation level of junior and senior engineers is similar, still organizations are advised to keep doing engagement surveys and new programs in order to keep the motivation on.

#### Limitation of Study

Study is limited to Software Developers working in IT Firms other Technical Profiles were not considered.

The number of samples is pretty small

Another limitation of the current study could be the quality of responses collected from the sample, since the questionnaire was pretty lengthy there are chances respondents might fill them with variations in attention.

The language will not be a limitation since the questionnaire will be presented in English.

#### Future Scope of Research

Considering the boom of IT Sector we need to focus and develop more researches on the Technical people working in IT Side since market dependency is over these technical people is quite high, it is advisable to keep searching the ways to make the workplace a better place and In Future researchers may try to explore other aspects of motivation and Job satisfaction as well.

The current study was focused just on Software Developers and Researches on other Technical staff can broaden the scope. Technical Engineers from other specialization fields and industries can be pitched. For the broader understanding of Motivation and Job Satisfaction, a large sample can be picked regardless of geographical limitations.

Staff spend a good amount of time in the organization, it's very important to understand their needs and make the workplace a better place, hence More of such employee research is needed in the firms nowadays.

#### Implications of Research

This research is based on employees of the IT Sector which is a booming industry nowadays, it helps to understand the motivations and Job satisfaction aspects of Developers which will help companies to work on various policies and to plan a future roadmap for sustainability and success of the organization.

Regardless of how much Automation has been implemented in the new world, still, the workforce is the main asset of any organization. Research

on employees to understand their psychological aspects will always help companies to plan better.

This research shows that IT Firms need to identify the requirements of their Junior Developers and draft their roadmap in order to keep Job satisfaction which ultimately may result in less

attrition rate for the organization. It also states that the motivation level of Junior and Senior Developers doesn't have any significant difference, which means both these segregated groups have almost the same level of motivation to perform their current responsibilities but it's always good to continue doing something in order to keep the motivation alive.

#### REFERENCES

- [1]. Anu Singh Lather, Shilpa Jain 2005. MOTIVATION AND JOB SATISFACTION A STUDY OF ASSOCIATES OF PUBLIC AND PRIVATE SECTOR. Delhi Business Review XVol. 6, No. 1, pp 77-84
- [2]. David H Peters, Subrata Chakraborty, Prasanta Mahapatra, Laura Steinhardt, 2010. Job satisfaction and motivation of health workers in public and private sectors: a cross-sectional analysis from two Indian states, Peters et al. Human Resources for Health 2010,
- [3]. Parker S, Wall TD. Job and work design: Organizing work to promote well-being and effectiveness. Sage 1998; May 21
- [4]. Nguyen A, Taylor J, Bradley S. Relative Pay, and Job Satisfaction: Some New Evidence 2003; MPRA Paper No 1382
- [5]. Matzler K, Renzl B. Personality traits, employee satisfaction, and affective commitment. Total Quality Management 2007; 18: 589-598
- [6]. Luthans F. The need for and meaning of positive organizational behavior. Journal of Organizational Behavior 2002a; 23: 695-706
- [7]. Geeta K Pandey KM. Job Satisfaction in Public Sector and Private Sector: A Comparison, International Journal of Innovation, Management and Technology 2011; 2(3).
- [8]. Glynn MA. Situational and dispositional determinants of managers' satisfaction. Journal of Business and Psychology 1998; 13(2): 193-209.
- [9]. Gerhart B. The (affective) dispositional approach to job satisfaction: Sorting out the policy implications. Journal of Organizational Behavior
- [10]. Ilies R, Judge TA. On the heritability of job satisfaction: the mediating role of personality. The Journal of Applied Psychology 2003; 88(4): 750-759. <https://doi.org/10.1037/0021-9010.88.4.750>.
- [11]. 308



- [12]. Jeet V, Sayeeduzzafar D. A study of HRM practices and its impact on employees' job satisfaction in private sector banks: A case study of HDFC bank. International Journal of Advance Research in Computer Science and Management Studies 2014;2(1):62–68.