International Journal for Multidisciplinary Research (IJFMR)
E-ISSN: 2582-2160 ● Website: www.ijfmr.com ● Email: editor@ijfmr.com

Job Satisfaction and the Problems Faced by IT Professionals in their Job: A Study in Kerala

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Abstract

Job satisfaction plays a pivotal role in enhancing employee performance, productivity, and long-term organizational commitment, particularly in knowledge-intensive industries such as Information Technology (IT). The present study examines the level of job satisfaction and the major problems faced by IT professionals working in Kerala, an emerging IT destination in India. Using a descriptive research design, primary data were collected from 320 IT professionals employed in major IT hubs such as Technopark (Thiruvananthapuram), Infopark (Kochi), and Cyberpark (Kozhikode) through a structured questionnaire. Purposive sampling was adopted to ensure representation of professionals across different experience levels and job roles. Regression analysis was employed to identify the key determinants of overall job satisfaction, while mean score ranking analysis was used to rank the problems faced by IT employees. The findings reveal that work pressure and long working hours and compensation are the strongest predictors of job satisfaction, followed by career growth opportunities. Managerial support, though positively related, was not found to be statistically significant. Long working hours, lack of career growth, and inadequate recognition emerged as the most severe challenges faced by IT professionals. The study offers practical implications for HR managers and policymakers to design employee-centric strategies that promote well-being and retention. Despite certain limitations, the study contributes to the limited empirical literature on job satisfaction in the Kerala IT sector.

Keywords: Job Satisfaction, IT Professionals, Kerala, Work Pressure and Working Hours, Workplace Problems

1. Introduction

The Information Technology (IT) sector has emerged as one of the most significant contributors to economic growth, employment generation, and technological advancement in India. Over the past two decades, Kerala has positioned itself as a prominent IT destination, supported by a highly educated workforce, strong digital infrastructure, and government-led initiatives such as Technopark, Infopark, and Cyberpark. As the sector continues to expand, the issue of job satisfaction among IT professionals has gained increasing attention from researchers and practitioners alike.

Job satisfaction refers to an employee's overall affective orientation toward their job and work environment. It is influenced by a combination of intrinsic and extrinsic factors such as compensation, career advancement, work pressure and long working hours, organizational culture, and managerial

support. In the IT industry, rapid technological changes, tight project deadlines, long working hours, and high performance expectations often place considerable pressure on employees, leading to stress and work–life imbalance. These challenges can adversely affect job satisfaction, productivity, and employee retention.

While several studies have examined job satisfaction in the IT sector at the national and international levels, empirical research focusing specifically on IT professionals in Kerala remains limited. Given the unique socio-cultural context and work environment of the state, there is a need to understand the determinants of job satisfaction and the key problems faced by IT professionals in Kerala. The present study seeks to fill this gap by systematically analyzing job satisfaction levels and workplace challenges using quantitative techniques.

2. Review of Literature

Job satisfaction has been a widely researched construct in organizational behavior, particularly in knowledge-intensive sectors such as Information Technology. Herzberg's Two-Factor Theory laid the theoretical foundation by classifying job-related factors into hygiene factors and motivators, asserting that dissatisfaction arises from poor hygiene conditions while satisfaction is driven by intrinsic motivators such as achievement and recognition (Herzberg, 1959). This framework has been extensively applied in IT sector studies to explain employee attitudes.

Kalleberg (1977) emphasized that job satisfaction is a multidimensional concept influenced by both job characteristics and individual expectations. In the context of IT professionals, rapid technological change and task complexity intensify expectations related to skill utilization and career advancement. **Spector (1997)** further highlighted that satisfaction is closely linked to organizational outcomes such as productivity, absenteeism, and employee turnover, making it a critical variable for service-based industries.

Several empirical studies have focused on work pressure and extended working hours in the IT sector. A study by **Rajeswari and Anantharaman (2003)** revealed that excessive workloads and time pressure significantly contribute to stress and dissatisfaction among Indian IT professionals. Similarly, **Moore (2000)** found that long working hours and role overload negatively affect job satisfaction and increase burnout levels in technology-driven organizations.

Compensation has consistently emerged as a strong predictor of job satisfaction in the IT industry. **Williams, McDaniel, and Nguyen (2006)** observed that competitive pay structures and perceived pay fairness significantly enhance employee satisfaction and organizational commitment. In the Indian context, **Bhandari and Heshmati (2006)** confirmed that salary and financial incentives play a dominant role in retaining skilled IT professionals.

Career growth and advancement opportunities are particularly critical in the IT sector due to fast-paced technological obsolescence. **Igbaria and Greenhaus (1992)** found that lack of promotion opportunities and limited professional growth lead to dissatisfaction and higher turnover intentions among IT employees. This finding was reinforced by Joseph et al. (2007), who emphasized continuous learning and career development as key satisfaction drivers in IT occupations.

Managerial support and leadership style also influence job satisfaction. According to **Eisenberger et al. (2002),** perceived organizational and supervisory support positively affects employee attitudes and job satisfaction. In IT organizations, supportive leadership helps employees cope with work pressure and

enhances psychological well-being. **Ahuja et al. (2007)** confirmed that job satisfaction significantly reduces turnover among IT professionals.

Overall, the literature indicates that work pressure, compensation, career growth, and managerial support are critical determinants of job satisfaction in the IT sector. However, region-specific empirical studies focusing on Kerala remain limited, highlighting the need for the present research.

3. Objectives of the Study

1. To assess the level of job satisfaction among IT professionals in Kerala.
2. To identify and rank the major problems faced by IT professionals in their jobs.

4. Hypotheses

- **H1:** There is a significant positive relationship between work pressure and long working hours and overall job satisfaction among IT professionals.
- **H2:** Compensation has a significant positive influence on overall job satisfaction among IT professionals.

5. Methodology

5.1 Research Design

The study adopts a descriptive and analytical research design to examine the level of job satisfaction and the problems faced by IT professionals in Kerala. The descriptive approach is appropriate as it facilitates a systematic description of the characteristics of the study population, while the analytical component enables examination of relationships between job satisfaction and its determinants using statistical tools.

5.2 Area of the Study

The study was conducted in the state of Kerala, which has emerged as a prominent IT destination in India. Data were collected from IT professionals working in major IT hubs such as Technopark (Thiruvananthapuram), Infopark (Kochi), and Cyberpark (Kozhikode), which collectively represent a significant share of IT employment in the state.

5.3 Population of the Study

The population of the study consists of IT professionals employed in software development, IT services, support functions, and allied technology roles in Kerala-based IT organizations, including multinational companies, private firms, and start-ups.

5.4 Sampling Technique and Sample Size

Purposive sampling technique was employed to select respondents who possess relevant experience and exposure to the IT work environment. This non-probability sampling method was considered appropriate due to the difficulty in obtaining a comprehensive sampling frame of IT professionals. A total of 320 IT professionals were selected as the sample size, which is adequate for regression-based analysis.

5.5 Sources of Data

The study is based primarily on primary data collected through a structured questionnaire. Secondary data were collected from journals, books, research articles, industry reports, and official publications to support the theoretical framework and interpretation of results.

5.6 Instrument for Data Collection

A structured questionnaire was used as the research instrument. The questionnaire was divided into three sections. Section A consisted of demographic and job-related variables such as age, gender, educational

qualification, work experience, and designation. Section B measured job satisfaction dimensions including work pressure and working hours, compensation, career growth, and managerial support. Section C focused on identifying problems faced by IT professionals in their jobs. Responses were measured using a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

5.7 Period of the Study

The data for the study were collected over a period of four months. This period was considered sufficient to obtain an adequate number of responses and ensure reliability of the data from June to September, 2025.

5.8 Tools of Analysis

The collected data were coded and analyzed using statistical software. Descriptive statistics such as mean and standard deviation were used to summarize the data. Multiple regression analysis was employed to examine the influence of selected independent variables on overall job satisfaction. Mean score ranking technique was used to rank the problems faced by IT professionals.

6. Analysis and Results

6.1 Reliability of the Instrument

The internal consistency of the questionnaire was examined using Cronbach's Alpha reliability test. Reliability analysis was conducted for the major constructs included in the study, namely work pressure and working hours, compensation, career growth, managerial support, and overall job satisfaction.

Table 1: Reliability Statistics (Cronbach's Alpha)

Construct	Number of Items	Cronbach's Alpha
Work Pressure and Working Hours	6	0.842
Compensation	5	0.816
Career Growth	5	0.829
Managerial Support	4	0.801
Overall Job Satisfaction	5	0.867

Interpretation: The Cronbach's Alpha values for all constructs exceed the recommended threshold of 0.70, indicating good internal consistency and reliability of the measurement scale. Hence, the instrument used for the study is considered reliable for further statistical analysis.

6.2 Factor Analysis

Exploratory Factor Analysis (EFA) was carried out to identify the underlying factor structure of job satisfaction-related variables and to validate the construct dimensions. Prior to performing factor analysis, the suitability of the data was tested using the Kaiser–Meyer–Olkin (KMO) measure of sampling adequacy and Bartlett's Test of Sphericity.

Table 2: KMO and Bartlett's Test

Measure	Value
Kaiser–Meyer–Olkin (KMO) Measure	0.861
Bartlett's Test of Sphericity (Chi-square)	2145.37

Degrees of Freedom	190
Significance	0.000

Interpretation: The KMO value of 0.861 indicates that the sample size is adequate for factor analysis. Bartlett's Test of Sphericity is significant at the 1% level ($p < 0.01$), confirming that the correlation matrix is suitable for factor extraction. Principal Component Analysis with Varimax rotation was employed for factor extraction. Factors with eigenvalues greater than one were retained. The analysis resulted in four distinct factors corresponding to work pressure and working hours, compensation, career growth, and managerial support, explaining a cumulative variance of 62.4 percent.

Table 3: Factor Extraction Summary

Factor	Eigenvalue	Percentage of Variance	Cumulative Variance (%)
Factor 1	5.62	28.1	28.1
Factor 2	3.14	15.7	43.8
Factor 3	2.12	10.6	54.4
Factor 4	1.6	8	62.4

Interpretation: The extracted factors explain 62.4 percent of the total variance, which is considered satisfactory in social science research. The factor structure confirms the construct validity of the scales used in the study.

6.3 Regression Analysis

The regression model examined the influence of work pressure and long working hours, compensation, career growth, and managerial support on overall job satisfaction.

Table 4: Model Summary of Multiple Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.742	0.551	0.545	0.512

Interpretation: The model explains 55.1% of the variance in overall job satisfaction among IT professionals, indicating a good fit between the independent variables and the dependent variable.

Table 5: ANOVA for Regression Model

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	98.42	4	24.605	93.82	0.000**
Residual	80.14	315	0.254		
Total	178.56	319			

Interpretation: The ANOVA results indicate that the regression model is statistically significant ($F = 93.82$, $p < 0.01$), confirming that the independent variables collectively influence overall job satisfaction.

Table 6: Results of Multiple Regression Analysis

Predictor Variable	B	Std. Error	Beta	t-value	p-value
Work Pressure and Working Hours	0.42	0.08	0.36	5.25	0.000**
Compensation	0.3	0.07	0.28	4.29	0.000**
Career Growth	0.25	0.09	0.21	2.78	0.006*
Managerial Support	0.15	0.10	0.13	1.50	0.134

Interpretation: Work Pressure and Working Hours and compensation are statistically significant predictors of overall job satisfaction at the 1% level. Career growth is significant at the 5% level, while managerial support does not have a significant influence on job satisfaction.

6.4 Ranking of Problems Faced by IT Professionals

Table 7: Mean Score Ranking of Problems

Problem Faced	Mean Score	Rank
Long Working Hours	4.12	1
Lack of Career Growth	3.95	2
Inadequate Recognition	3.81	3
Salary Dissatisfaction	3.58	4
Stress and Burnout	3.4	5

Interpretation: Long working hours emerged as the most severe problem faced by IT professionals, followed by lack of career growth and inadequate recognition.

7. Major Findings

- Work Pressure and Working Hours is the strongest predictor of job satisfaction among IT professionals in Kerala.
- Compensation and career growth opportunities significantly influence overall job satisfaction.
- Long working hours and limited career advancement opportunities are the most critical challenges faced by IT professionals.

8. Limitations of the Study

- The use of purposive sampling limits the generalizability of the findings.
- The study is cross-sectional in nature and cannot establish causal relationships.
- Self-reported data may be subject to response bias.

9. Scope for Further Research

Future studies may extend the research to other states or conduct comparative analyses between public and private IT organizations. Longitudinal studies and qualitative approaches such as interviews and focus group discussions could provide deeper insights into job satisfaction dynamics.

10. Conclusion

The present study examined job satisfaction and the problems faced by IT professionals in Kerala, with a

particular focus on work pressure and working hours, compensation, career growth, and managerial support. The findings reveal that work pressure and long working hours, along with compensation, are the most influential predictors of overall job satisfaction. Career growth opportunities also play a significant role, underscoring the importance of continuous learning and advancement in the IT profession. The regression results and ranking analysis together highlight that excessive working hours and limited growth opportunities remain major challenges affecting employee well-being.

From a managerial and policy perspective, the study emphasizes the need for IT organizations to implement employee-centric practices such as realistic workload allocation, transparent compensation policies, and structured career development programs. Addressing these issues can enhance job satisfaction, reduce stress, and improve retention of skilled professionals. Despite limitations related to sampling and research design, the study provides valuable empirical insights into the Kerala IT sector and offers a foundation for future research using broader samples and advanced analytical models.

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