

# **The Impact of Comradeship and Employee Perks in Boosting Job Satisfaction of It Employees in Chennai**

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## **ABSTRACT**

Employment satisfaction is a positive mental attitude toward one's job. "Happy employees are productive employees," the saying goes. Most people spend a large portion of their lives at work; therefore, job satisfaction is crucial. A pleased employee is a fulfilled and happy person; therefore, job satisfaction also affects their personal lives. A happy worker is physically and mentally healthier. The study evaluates the impact of bonuses and comradeship on IT personnel in Chennai. The study's data was gathered from 100 employees in the IT sector. Descriptive statistics, reliability, ANOVA, and factor analysis were used. Directive leadership helps people grow their skills and feel valued. It promotes job satisfaction through shared responsibility and breaks up a subordinate's routine. Job happiness often increases a company's profitability. These would allow employers to raise wages, salaries, and benefits. Reward systems boost employee loyalty. Satisfied employees are more willing to put in extra time for the firm. Job satisfaction leads to favourable outcomes.

**KEYWORDS:** Job satisfaction, Rewards, Comradeship, Leadership.

## **INTRODUCTION:**

The continuous development of the economy over the course of the last few years has caused employees to anticipate increases in both salary and benefits. The importance of factors such as respectful treatment, trust, benefits, and comradeship in the workplace cannot be overstated, particularly among employees of the Millennial and Gen X generations. A higher level of job satisfaction will lead to increased productivity inside an organisation, which will, in turn, lead to a rise in the overall performance of the organization. There is more to being successful at work than having ambition, intelligence, and the ability to navigate office politics successfully. The amount of support and involvement an employee has with their colleagues and friends in the office can make or break an employee's career. Having friends at work is beneficial not only to employees but also to the organisation as a whole, which in turn has a positive impact on employees' levels of effort and performance as well as their overall level of satisfaction.

Employee happiness is always a vital aspect of a well-run organisation, and it is considered and required by all major corporations. Reward and incentive programmes are important

ways to keep employees happy with their jobs. Also, many different aspects of a job have a big impact on how happy a worker is with his or her job. It has always been understood that when employees are happy, they work better and stay loyal to the company. It's hard to know how much an employee's rewards affects their satisfaction because everyone has different needs and ways of thinking. The level of satisfaction one derives from their profession is entirely based on their objectives, ambitions, and values. Someone may find employment pleasure in having a straightforward career and receiving a regular income to put towards their interests, but another may find this type of position unsatisfying and crave professional challenges. Communication during cultural gatherings involve numerous sorts of interpersonal communication, such as listening, questioning, summarising, agreeing, and disagreeing. These include abilities learned to handle interpersonal relationships. Understanding clients, managing human resources (HR), altering leadership styles, and boosting the efficacy of employee communication are all advantages. Employee job happiness can be influenced by providing employees with rewards for their completed work and delegating authority. Job satisfaction is the level of enjoyment one feels for his or her role or work in a company. Individual levels of satisfaction can be obtained as a result of a variety of factors in the work circumstances of the business for which they work.

#### **OBJECTIVES OF THE STUDY:**

- To find out the association between employee perks, comradeship and job satisfaction.
- To find out the factors influencing job satisfaction of employees.
- To provide suggestions to enhance satisfaction.

#### **REVIEW OF LITERATURE:**

Each and every company places a high priority on providing competitive pay and enticing benefits to their employees. The remuneration structure that an organisation provides to its employees is critical in influencing employee loyalty and retention. According to Willis (2001), one of the most important concerns in attracting and retaining talent in organisations is salary. The basic hypothesis is that money influences employee behaviour by influencing their attitudes (Parker & Wright, 2001). As a result, wages have an impact on employee attraction and retention (Parker & Wright, 2001). One of the most widely discussed retention criteria is the offer of a generous salary package. Rewards not only meet financial and material demands, but they also provide social status and a position of authority inside an institution.

According to Allen, Shore, and Griffeth (2003), in order to recruit and retain quality personnel, employers must differentiate themselves through their remuneration plan. As a result, an organization's pay strategy should be able to attract the correct sort of people, retain suitable employees, and maintain employee equality.

Lockwood and Walton (2008) stated that offering a competitive salary plan is one way for firms to keep their employees. An organization's retention strategy can only be successful if it

delivers competitive, market-related compensation and benefits because this inspires employees to become dedicated to the organisation.

According to Mercer (2003), employees will stay in an organisation if they are rewarded, but they may leave if they are not. Employees are more inclined to stay in organisations if they sense their skills, contributions, and efforts are valued (Davies, 2001). According to Gomez-Mejia, Balkin, and Cardy (2004), internal and external equity should be considered in terms of salary if the compensation package is to be employed as a retention strategy.

Pillay (2009) discovered both monetary and non-monetary benefits are essential in increasing staff retention in a study of nurses. Performance bonuses, appropriate pay, and remuneration for scarce abilities have all been reported to greatly enhance employee retention. Promotions, child care facilities, extended leave, and recreation facilities were examples of non-monetary rewards. It has also been observed that nurses consider salary as the primary source of dissatisfaction, which frequently results in substantial employee turnover.

According to Teseema and Soeters (2006), there is a positive relationship between pay practises and employee retention, which explains why voluntary turnover is high among employees who regard large monetary rewards as part of their compensation package. Motivation is an important factor in job performance. If the management wants to improve the organization's work, he or she must pay attention to the level of motivation of its members.

According to Torrington et al. (2008), motivation triggers and motivation aid to maintain high workers in the organisation. Motivating employees creates situations in which they are willing to work hard to help their company achieve its goals. Also, motivation aids in attracting people; the more appealing the package, the more applications will be received from potential employees, and the business will have more options for filling its vacancies. Corporate customer motivation is critical to the employer's reputation. It helps construction of effective motivator packages attract and retain a strong base. One of the most important aspects that plays a role in determining how efficient and productive an organisation is is its level of motivation (Gupta, 2006 and Torrington 2008).

Adeoti et al. (2006) discovered that non-monetary benefits such as recognition, achievement, responsibility, and personal growth had a beneficial effect on worker performance by offering skill variation, task relevance, autonomy, and feedback.

Ejimofor (2007) investigated the relationship between teachers' opinions of principals, transformational leadership qualities, and teachers' job satisfaction in two big Local Government Areas in a southeastern Nigerian metropolis. Participants comprised 518 secondary teachers and 48 principals, and the study's findings also stated that teachers' perceptions of principals, transformational leadership qualities, and job satisfaction have a strong and significant impact on teachers.

Ramey (2002) investigated the link between nurse managers' leadership styles and registered staff nurses' job satisfaction in hospital settings in an Appalachian state in the United States. A total of 200 participants were chosen from a pool of 7190 registered nurses using a simple

random sampling procedure. Similar to previous research studies, a positive and moderate relationship was discovered between registered staff nurses' job satisfaction and nurse supervisors who practise transformational leadership. The relationship between staff nurses' job happiness and their supervisors who use transactional leadership was discovered to be inverse. This study lends credence to the presence of a favourable association between transformational leadership styles and work satisfaction among staff nurses and nurse managers.

Hamidifar (2010) did a similar study on the relationship between leadership and employee work satisfaction at the 16 branches of Islamic Azad University in Tehran, Iran. 400 surveys were given via random sampling, with 386 completed. The study's findings are consistent with earlier research that have indicated a considerable beneficial influence of transformational leadership elements on employee job satisfaction. Hamidifar (2010) discovered that laissez-faire leadership has a considerable detrimental influence on subordinates' job satisfaction.

Walumbwa et al. (2004) conducted a study on the association between transformative leadership and job outcomes with a sample of 402 individuals from the banking and finance industries in China and India. The findings once again show a link between transformative leadership and job satisfaction as well as organisational commitment.

Choi et al. (2007) discovered that the athletic director's transformational leadership in the sport field was connected with head coaches' altruistic behaviour, effective commitment, and job satisfaction. Another study was cited from Yusof and Shah (2008), which found that athletic directors who exercised transformational leadership had higher work satisfaction among head coaches. Another recent study in the same subject, by Burton and Peachey (2009), found that transformational leadership of the athletic director was positively connected with satisfaction with the leader, and transformational leaders were preferred independent of the leaders' gender (Wells and Peachey, 2010).

## **METHODOLOGY:**

The study uses a descriptive research design. It focuses on demographics including age, gender, education level, marital status, income, number of years in the workforce, and family composition. For this study, both first-hand and second-hand information was used. The primary data was collected from 100 respondents by questionnaire from Chennai. The companies include Accenture, Wipro, TCS and BNY Mellon Technologies. Books, websites, journals, and other sources were used to get the secondary data. Statistical Package for Social Sciences software was used to look at the data's that were collected (SPSS). It is used to analyze the data that was collected through the questionnaire method statistically. For this study, descriptive statistics and factor analysis were used as research methodology. With factor analysis, a small number of factors were found that explain a large number of observed factors. Factor loadings are used to figure out which variables are linked to which factors.

**DATA ANALYSIS AND INTERPRETATION:****Table 1: Frequency Table**

		Frequency	Percent	Valid Percent	Cumulative Percent
Age	21-30	30	60.0	60.0	60.0
	31-40	13	26.0	26.0	86.0
	Above 41	7	14.0	14.0	100.0
	Total	50	100.0	100.0	
Gender	Female	20	40.0	40.0	40.0
	Male	4	60.0	60.0	100.0
	Total	50	100.0	100.0	
Education level	Bachelor's degree	25	50.0	50.0	50.0
	Master's degree	15	30.0	30.0	80.0
	Professional degree diploma	4	8.0	8.0	88.0
		6	12.0	12.0	100.0
	Total	50	100.0	100.0	
Marital status	Married	34	68.0	68.0	68.0
	Unmarried	16	32.0	32.0	100.0
	Total	50	100.0	100.0	
Income level	below 20000	6	12.0	12.0	12.0
	20001-30000	17	34.0	34.0	46.0
	30001-40000	14	28.0	28.0	74.0
	above 40000	13	26.0	26.0	100.0
	Total	50	100.0	100.0	
Work experience	less than 2 years	12	24.0	24.0	24.0
	2-4	23	46.0	46.0	70.0
	4-6	4	8.0	8.0	78.0
	above 4 years	11	22.0	22.0	100.0
	Total	50	100.0	100.0	
Family type	Joint	15	30.0	30.0	30.0
	Nuclear	35	70.0	70.0	100.0
	Total	50	100.0	100.0	

(Source: SPSS 20)

**Interpretation:**

The table data clearly shows that 60% of respondents are between the ages of 21 and 30. It's believed that men make up 60% of the respondents, and that 30% of the respondents hold master's degrees or more. While 68% of people in this survey report being married, 32% say

they are single. In addition, it seems that between twenty thousand and thirty thousand rupees is the income range for 34 percent of the participants. While 28% of those respondents earn between rupees 30,000 and 40,000 per month. Those with 2-4 years' experience in their field represent the majority of those who responded. People from nuclear households predominate among the participants.

**Table 2: Reliability Statistics for Job satisfaction**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.784	.709	10

(Source: SPSS 20)

### **Inference:**

Reliability Statistics table displaying the Cronbach alpha value, which in this case is .784 and demonstrates that the measuring tool is extremely dependable. It also demonstrates that the results on job satisfaction are highly consistent.

### **ANOVA**

Hypothesis:

H<sub>0</sub>: There is no significance difference between motivation and comradeship

H<sub>1</sub>: There is a significance difference between motivation and comradeship

**Table: 3**

<b>ANOVA</b>						
		Sum of Squares	df	Mean Square	F	Sig.
Motivation	Between Groups	7.824	3	3.542	3.562	.003
	Within Groups	61.246	96	.635		
	Total	69.07	99			
Comradeship	Between Groups	7.353	3	4.281	2.656	.000
	Within Groups	82.587	96	.750		
	Total	89.94	99			

### **Inference:**

According to the ANOVA table above, motivation ( $F = 3.562$ ,  $P = 0.003$ ) and comradeship ( $F = 2.656$ ,  $P = 0.000$ ) are related to job satisfaction. Because their p-value is less than 0.05,

employee satisfaction has a statistically significant influence. As a result, it demonstrates that employee happiness has a favourable relationship with motivation and comradeship.

**H<sub>1</sub>:** There is a significance difference between motivation and comradeship

## JOB SATISFACTION

**Table 4: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.743
Approx. Chi-Square		713.163
Bartlett's Test of Sphericity	df	182
	Sig.	.000

(Source: SPSS 20)

The factorial analysis of the adequacy test is displayed above in the table. The KMO's value is sufficient even if it's just mediocre (above 0.5). Bartlett's test shows that the identity matrix hypothesis is not true. These two experiments demonstrate the viability of employing factorial analysis.

**Table: 5**

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.051	20.51	20.51	2.051	20.51	20.51
2	1.543	15.426	37.936	1.543	15.426	37.936
3	1.429	14.292	49.229	1.429	14.292	49.229
4	1.167	12.868	61.096	1.167	12.868	62.186
5	0.887	8.868	69.964			
6	0.835	8.353	78.318			
7	0.689	6.985	84.303			
8	0.601	6.013	91.316			
9	0.528	5.283	96.591			
10	0.35	3.501	100			

(Source: SPSS 20)

The above table shows the impact of employee perks and comradeship on job satisfaction among IT employees in Chennai, four factors were derived as their eigenvalues larger than one. When seven factors were extracted, then 62.186 % of the variance shall be explained.

**Table 6**  
**Rotated component matrix**

	Component			
	1	2	3	4
(JS 1)	.879			
(JS 10)	.752			
(JS 5)	.720			
(JS 4)		.774		
(JS 3)		.651		
(JS 9)		.540		
(JS 5)			.834	
(JS 2)			.733	
(JS 7)				.814
(JS 8)				.659

(Source: SPSS 20)

### **Inference:**

The rotated factor matrix for the survey is shown in the table above. Variables with factor loadings more than .5 were chosen for this study since loadings less than .5 are deemed average there is loading. After using the varimax rotation approach with Kaiser Normalization, 4 is deemed less satisfactory. Factor 1 consists of three elements, each having a component coefficient ranging from .8 to .7. Factor 2 consisted of three elements, each with a component coefficient ranging from .7 to .5. JS 10, JS 3, and JS 9 are the components in factor 2. Factor 3 has two components, the component coefficients of which range from .85 to .78. JS 1 and JS 2 are the components in factor 3. Factor 4 has two items with component coefficient ranging from .82 to .64.

### **Grouping factor:**

1. The factor "Rewards" explains the 1st component
2. The factor "Safety and security" explains the 2nd component
3. The factor "Communication" explains the 3rd component
4. The factor "Authority" explains the 4th component

### **FINDINGS:**

The EFA findings revealed that the variance was greater than 70%. Nonetheless, Cronbach's Alpha values are greater than 0.7, indicating a high level of reliability. Furthermore, the data from this study were sufficient for using descriptive analysis to put the EFA into practise. The 100 respondents who gave enough information for EFA to serve as a sample will contribute in the evaluation of the validity of the factor structure and individual questions.

The statistics in the table clearly shows that the vast majority of responders are between the ages of 21 and 30. This age group accounts for 60% of the total. It is expected that sixty percent of responders will be male, and thirty percent will have attained a level of education equivalent to or higher than a master's degree. It appears that 32% of people who responded are unmarried, while the remaining 68% are married. Furthermore, it appears that 34% of those who responded have earnings ranging from 20,000 to 30,000. While 28% of those who participated earn between 30,000 and 40,000 rupees per month. The bulk of those who responded had professional experience ranging from two to four years. The vast majority of those who took part in this study are members of traditional nuclear families.

With a factor loading of .879 for JS1, it can be deduced that workers' efforts to accomplish projects are valued and hence contribute to their sense of fulfilment on the job. Under the JS4, .774 'Safety and security' factor, it requires ensuring worker safety by creating a risk-free working environment for workers, which includes providing risk-free equipment and conducting risk-free processes at the workplace. The factor JS5 "communication" is loaded at .834, suggesting the significance of communication in building pleasant working relationships between management and employees. According to the factor JS7 "Authority," when there is a delegation of authority in the workplace, people feel valued in the organisation, which contributes to job satisfaction.

## **SUGGESTIONS AND CONCLUSION**

Based on the findings, the study concludes that the comradeship and perks has benefited to both the organization and the employee in enhancing job satisfaction. Employee satisfaction leads to productive employees. Management has a responsibility to inspire those under them by providing them with direction, feedback, and resources. In order to avoid any discomfort for its workforce, the Company must implement the necessary policies. In order to retain talented workers, businesses must invest in their professional development. The company must establish reliable means of internal communication. It needs to take corrective action to improve the general working situation of the firm, so that workers are happy in their jobs. Care must be taken to preserve the employer-employee dynamic. Employees' mental well-being can be enhanced with the help of proper direction and counselling. As a result, the company should implement necessary safety procedures to ensure the worker's well-being on the job. Only by providing employees with opportunities for advancement will they be driven to do a good job. A reasonable amount of time off should be made available to workers by management. In order to keep up with the rest of the market, it needs implement some serious measures to improve the lives of its employees and other employees. Employees should be given greater chances to have input into the decision-making process.

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