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A Review Study on the Relationship Between Employee Motivation and Job Satisfaction in the IT Sector: Implications for Organizational Performance and Retention

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Abstract: *This research investigates the elements that drive organizational performance, employee retention, and workplace harmony within the information technology industry. More specifically, the study focuses on motivation and job satisfaction as the primary factors that influence these aspects. People who work in the field of information technology are motivated by a variety of factors, including both inner and external factors. Extrinsic variables encompass factors such as money, promotions, and flexibility, whereas intrinsic elements include personal responsibility, progress, and advancement opportunities.*

In the hierarchy of wants, motivating factors and job satisfaction are considered to be outcomes. According to Herzberg's two-factor theory and Maslow's theory, satisfaction and motivation are correlated with one another since the former satisfies the worker's needs for the latter over an extended length of time. Employees in the middle of their careers, particularly women, are most likely to view acknowledgment and flexibility in organizational policy as key contributors to their motivation. As a consequence of the research, policies that are founded on culture retention are advocated for. These policies include incentive systems based on study and defined values, resulting in harmony and performance within the workplace, which in turn affirms the business's performance. Organizations in the information technology sector can achieve continuous and motivated success due to the competitive nature of the industry. As a result of the fundamental aspects that contribute to individual performance, which in turn translate to total productivity and organizational harmony, work satisfaction and motivation inside the company are essential components.

Keywords: *Motivation, Job Satisfaction, Organization, Performance, IT Sector.*

I. INTRODUCTION

Employee satisfaction has to do with an employee's feelings about their job, their place, job surroundings, and policies. There are both external and internal components to the concept of motivation. These components are capable of cultivating a person's determination to achieve a goal and their commitment towards the job. Considering the definition of motivation, external components are rewards such as pay rise, promotions, and other acknowledgments, while internal ones are self-development, self-worth, and achievement. Intrinsic motivation is a good example of an internal factor. In the information technology industry, retention of employees, together with employee satisfaction and motivation, is fundamental to achieving an optimal balance of innovation and productivity. Owing to heavy workloads, rapid technological advances, relentless industry changes, and stringent deadlines, there is severe pressure on employees.

An employee's desire for promotion or higher pay is less likely in the information technology sector than the interest in more complex jobs and greater responsibilities. Other factors that influence employee satisfaction and overall happiness are a balanced work-life schedule, recognition, a positive attitude of managers, and supportive management. The structures of organizations also influence satisfaction. The lack of motivation, satisfaction, and commitment an employee shows is explained by motivation theories, including the Two-Factor Theory by Herzberg, Maslow's Hierarchy of Needs, and Vroom's Expectancy Theory. The role of motivation, intrinsic or extrinsic, in achieving higher performance and reducing turnover is well-documented and established.

Flexible work arrangements and organizational growth increase employee satisfaction in the IT sector. Recognition, training, and advancement are equally important for motivation in the context of non-financial rewards. Social relations among employees improve the general work atmosphere but have no bearing on productivity or motivation.

The happiness employees derive from their job is proportional to the performance of the organization. Satisfied employees are more likely to demonstrate organizational innovativeness, productivity, loyalty, and dedication. Other contributing elements, such as one's age, gender, and career stage, will display distinct arrangements. This is in addition to the intersection of motivation and satisfaction. Organizations that focus on developing a learning culture and improving employee welfare systems will note enhanced employee retention and engagement. Self-controlling systems will require very little intervention, and the positive impact of motivated and satisfied employees on one another will provide further reinforcement. The information technology sector has a culture that places a strong emphasis on recognition, career advancement, and increased autonomy for employees. The culture in question enhances happiness and motivation and has a positive impact on company effectiveness that is sustainable over time.

II. REVIEW OF LITERATURE

Therefore, for levels of productivity and quality of service to reach their most tremendous potential, employees need to be content with their employment and excited about their work, as stated by the conclusions of the research that Ali and Anwar conducted in 2021. After considering the numerous cultural aspects that impact worker happiness, as well as the variations related to fulfillment, motivation, and reward differentials, they focused on the degrees of satisfaction achieved by employees. When it comes to the firm, one of the qualities that was considered to be valuable was the capacity to conduct constructive conversations and debates between employees and management.

Saraswati conducted a study in 2011, utilizing Herzberg's theory of motivation to examine the differences between the information technology (IT) industry and other non-IT businesses. Those who worked in information technology placed a larger focus on factors such as motivation, advancement, and responsibility as compared to those who did not work in the field of information technology, who placed a higher premium on their personal life and the stability of their jobs. With this information, it is possible to conclude that environmental and cultural factors had a substantial influence on the variance in rankings of the various driving aspects between the two businesses.

Krishernawan and colleagues' (2023) study refers to the motivation and job satisfaction in question in relation to electronic enterprises in Indonesia. From the perspective of researchers, the linked study on motivation and non-financial incentives employed structural equation modeling (SEM) as a method. They then mentioned that non-financial incentives positively contribute to the motivation stream, and it indeed is a notable contribution. Although motivation is not directly influential, the researchers suggested that interpersonal relationships influence the degree of satisfaction one derives from their work. Having non-financial incentives is crucial in the process of overall work performance improvement.

Findings from Singh and Jain's (2013) study show that individual levels of satisfaction and motivation greatly influence the business's productivity and performance, primarily driven by the joy of each employee. Singh Jain, within the framework of this study, outlined the factors that one needs in order to achieve satisfaction in their work life. Significant among these factors are a positive, enabling, and work-conducive environment, along with the engagement of the employees.

As noted by Warriar and Prasad (2018), research conducted within the flourishing Indian information technology sector focuses on the practical implementation of Herzberg's motivation and hygiene theory to address issues of high employee turnover. The study was conducted in India. This piece of writing sheds light on how culture plays a role in influencing the link between fulfillment, hygienic components, and the factors that motivate people. A significant amount of emphasis was placed throughout the entirety of the work on the necessity of adjusting motivational tactics to cultural norms.

According to Thulaseedharan and Nair (2015), employment flexibility, along with other positive reinforcers, became one of the most important contributors to job satisfaction for mid-level Kerala IT sector women employees. In addition, studies on mid-level Kerala IT sector women employees and flexible employment conditions, along with multiple regression analysis supporting Herzberg's theory, contributed to understanding the importance of flexibility in managing gender diversity and satisfaction.

Tiwari and coworkers (2023) researched the drivers and the constituent parts of motivation in the IT sector of Bengaluru. Recognition, career development, and flexibility are all essential contributors to the happiness that employees derive from their work. Along with the significant emphasis that the organization places on improving job satisfaction, the organization's ability to engage and retain employees is a result of increased focus on their ability to mobilize and retain their workforce.

COVID-19-focused remote work in Anguelov, Stoyanova, and Tamošiūnienė's 2020 research investigation on the IT firms in Bulgaria. Upon evaluating inquiries, it was established that monetary incentive is not the only factor that determines commitment. Considering the association of motivation with the work environment, career progression, and the psychosocial climate, it is crucial to find equilibrium between a favorable, imaginative workplace and remuneration. This is because of the interplay of these three components.

According to Haenisch (2019), the author explores several factors that impact productivity by surveying employees working for the state government in Wyoming. The survey is conducted over the course of many months. The most significant elements that contribute to higher output, according to his findings, are changes in management, communication, and recognition. He arrived at this conclusion through the application of factor analysis. If these components are enhanced, the public sector's performance may see a significant improvement. In the year 2019, Rahman and the researchers found that Bangladeshi female university professors who had flexible work arrangements (FWA) performed better in terms of keeping a good work-life balance and being satisfied with their jobs. Women's professional growth was hampered by the lack of legislation that was adaptable to changing circumstances. The relevance of flexibility in connection to employee performance and retention was established by the analysis, which was carried out with the statistical package known as SPSS.

According to Ong Choon Hee et al. (2018), the authors emphasize many variables that lead to job dissatisfaction. Some of these factors include occupational stress, a lack of communication, and inadequate pay. Although the author acknowledges that excessive stress contributes to lower pleasure, they also argue that equitable compensation and effective communication can help mitigate the issue. The author of the piece calls for changes to be made inside the company to improve the working conditions of the employees.

Johari et al. (2018) report that the author discovered that work-life balance (WLB) policies in Malaysian boarding schools that incorporate flexibility and welfare have a positive effect on the level of work satisfaction experienced by employees. According to the findings of a correlation analysis between the WLB policies and satisfaction, flexibility was shown to have the most critical impact on job satisfaction. In order to identify the nature of the connection between the two, a study was carried out. Teachers demonstrated a high level of contentment with the situation when their supervisors supported activities that were aimed at achieving a better balance between their work and personal lives, as well as professional advancement.

Denison's culture model and Spector's JSS were the theories that served as the framework for the study that was carried out in South Indian small and medium-sized firms (SMEs), as stated by Sreekumaran Nair (2017). Research conducted in South-Eastern India shows that organizational culture significantly impacts professional success and job satisfaction. Studies show that the use of awards and promotions improves the morale of individuals in lower positions. In fact, women report being more satisfied than men. Deivasigamani et al. (2017) studied women working in information technology in Chennai. This study highlights the challenges posed by the work-life imbalance. The imbalance leads to challenges of increased work-related stress, negative health consequences, and decreased productivity. The negative consequences of the imbalance can be quite debilitating. Employees need more support that has not been provided by the increased use of flexible work arrangements. Employees need support in managing their multiple work-related and personal responsibilities. As a hallmark of a supportive working environment, the definitional position that workers constitute a necessary resource entails the need to support an environment to cement positive outcomes for the firm. According to Jeyarathnam (2017) and the findings from the study, several factors, i.e., the type or nature of the job, the extent of the work, and the family domain, significantly impact the work-life balance of women employed in the information technology sector in the state of Tamil Nadu. This is particularly true with respect to women working in the IT industry. A factor and correlation analysis revealed that these components are interrelated, as indicated by the conclusions of the investigation. The provision of organizational support is absolutely vital for women to achieve success in their jobs and have a sense of fulfillment.

According to research conducted by Akbar Jan and colleagues (2016). The research validates a model of job satisfaction based on Herzberg's theory through a survey administered to individuals in the information technology field. Five fundamental aspects concurrently fuel growth and satisfaction. These factors include training, financial rewards, welfare, environment, and growth. A conclusion that may be drawn is that both incentives and systematic development are factors that lead to higher performance.

A. Objectives

- 1) To review the factors influencing employee motivation and job satisfaction in the IT sector.
- 2) To analyze the impact of motivation and job satisfaction on organizational performance, employee retention, and workplace harmony.

III. RESEARCH METHODOLOGY

To gain insights into the various factors that influence employees' motivation and job satisfaction within the information technology industry, the study uses a combination of analytical and descriptive research methodologies. In the context of secondary data, the author critiques peer-reviewed journal articles, as well as case studies and surveys. Several theoretical approaches are utilized in the research, i.e., Maslow's Hierarchy of Needs, Vroom's Expectancy Theory, and Herzberg's Two-Factor Theory, to explore and explain the link between motivation and job satisfaction. Comparative analysis is the ability to discern and understand a pattern and identify differences.

The results seek to aid IT firms in constructing human capital strategic frameworks, sustainable frameworks, and policies to increase employee engagement, retention, and overall organizational well-being.

IV. FINDINGS, ANALYSES AND DISCUSSIONS

The literature that is currently accessible reveals that there is a direct correlation between the level of work satisfaction and the level of motivation that employees have. This connection may be seen in a wide variety of domains, particularly in the information technology industry. According to Ali and Anwar (2021), the rising significance of the Human Resource Management function in businesses can be ascribed to the fact that the knowledge and active involvement of employees are the most crucial aspects for the productivity of the individuals working for the firm. Numerous studies, which are cited in the same article, highlight the fact that employee happiness and good communication between managers and workers have a favorable influence on the responsiveness of an organization as well as its overall service and performance, including the satisfaction of employees with their communication. In a similar vein, Saraswathi (2011) reports that the elements that are prioritized in various industries are different. For example, employees in the information technology industry place a larger value on growth, job responsibility, and the work itself than employees in other industries. On the other hand, non-IT employees place a greater value on personal life and professional security. The relevance of environment and culture in choosing the most successful motivating tactics is brought to light by this disparity, which is in line with Herzberg's thesis. It is important to note that motivators may also be found in non-information technology areas.

Krishernawan et al. (2023) analyze the significance of intrinsic and non-financial determinants of behavior. non-financial motives and social relations. They highlight, in the electronics manufacturing sector, motivation issues such as how social relations and interpersonal dynamics may work counter to motivation. The social relations of work and social relations in the work context, where recognition, autonomy, and meaningful work become more dominant. This shift illustrates how social ties become the fundamental and dominant forces determining motivation. Attrition rates in the information technology sector are high, with competitive job opportunities abroad and within the region. Warriar and Prasad (2018) highlight this context as they analyze how Herzberg's motivational and hygiene factors operate differently within Indian culture and the region. The need for localization of motivational frameworks and region-centeredness becomes apparent.

Gender and flexibility, particularly for female employees in businesses that hire women, are of utmost importance, as Thulaseedharan and Nair (2015) pointed out.

Talent retention is affected by one's equilibrium between home life and work life. For mid-level female employees in the IT industry, the combination of flexible work arrangements and intrinsic motivators remains foremost in attaining satisfaction in the workplace. Rahman (2019) suggests that the Flexible Work Arrangements (FWA) amplify employees' joy and the equilibrium of life, and subsequently, augment one's output. These lines of argument are also pertinent in the context of higher education. Likewise, Deivasigamani et al. (2017) document the negative work-life imbalance and chronic stress, which result in diminished productivity and adversely affect personal life. The evidence, among others, emphasizes the pressing need to institute more flexible structures and policies that mitigate the work-life imbalance, in the interest of productivity.

Retention is primarily the result of intrinsic motivators as opposed to monetary incentives, especially in knowledge-driven industries like information technology. The extreme phenomenon is referred to as "ante-employment"[Angelov et al].

According to An (2020), senior IT professionals consider the work environment, advancement opportunities, and work-life balance more important than salary. This implies that the absence of the aforementioned aspects might decrease productivity and employee worth. Furthermore, Manzoor (2019) shows the respect of employees and the prosperity of a firm. This further suggests that the passion an employee exhibits is intrinsically related to their motivation.

Various additional factors include stress attributed to the position, communication, and the quality of supervision. As noted in the findings of he and colleagues (2018), while higher job stress levels result in a lack of satisfaction, effective communication and equitable remuneration positively influence employee satisfaction. This lack of motivation and performance in healthcare workers, as described in Adebisi and colleagues (2018), suggests that working conditions and supervision that are positively put in place lead to enhanced employee engagement and productivity. As the final in the listing, the culture in the organization is a primary influence in determining job satisfaction.

Sree Lekshmi (2017) cites the example of the Indian IT sector as a sector where positive organizational culture helps in implementing strategic direction, bolstering employee commitment, elevating career advancement opportunities, and even amplifying the satisfaction for the women employees as compared to their male counterparts.

Akbar Jan et al (2016) also aid the argument by placing organizational culture in the framework of HR practices, as well as mentioning the inclusion of training, incentive distribution, welfare arrangements, career advancement, and favorable working conditions as HR practices to help in the satisfaction generated in the employee and the productivity in the work.

In the end, the relative position of the employee in the organization and, likewise, the satisfaction derived will be influenced by varied and situational resources. Furthermore, the dimensions of employee engagement and the relative lack thereof of financial as well as intrinsic motivators for retention will be considerably influenced by situational variables, including gender, age, and career stage. Documentation, particularly in the IT and education sectors, as well as other literature on high attrition situations, highlights flexibility, recognition, a supportive organizational culture, and work-life balance as key areas of dissatisfaction. Herzberg's Two-Factor Theory is a good starting point, especially in Asian contexts, when the hygiene factors are expected to possess motivational weight. There is a body of literature confirming that the strategic incorporation of motivational practices, combined with supportive policies and a positive work environment, enhances organizational performance, productivity, employee satisfaction, and retention.

V. CONCLUSIONS AND RECOMMENDATION

Having reviewed the literature, the following conclusions and recommendations emerge regarding the connections between Employee Motivation, Employee Job Satisfaction, and Organizational Effectiveness. This review shows the strong correlation between motivated employees and the level of job satisfaction, which cascades to the organizational performance, productivity, and retention. The rising and increasingly motivated employees in the IT and knowledge-intensive industries are primarily engaged intrinsically. Recognition and appreciation, career advancements, autonomy, learning opportunities, and other non-monetary rewards become even more important. For many employees, particularly women, job organizational satisfaction relates to the extent to which the jobs mitigate the work-design impacts, including flexible hours, stress, and well-being restoration. The organizational culture concerning the embedded communication patterns of managers and employees plays a crucial role in job satisfaction. A positive culture and climate stimulate job engagement and alignment with the organizational vision, while the communication patterns promote satisfaction. More cultural refinement, especially concerning Herzberg's theory, may be necessary. In some cultures, hygiene factors include work-life balance and job security. The job characteristics, in addition to the demographic factors of motivation and satisfaction, point to the need for contextually relevant and personalized human resources. Challenges related to job demands, job supervision, and even the greater work environment may allow supportive work stress to rise. However, the greater and more challenging demands will likely be placed on the lower levels. These demands will be the ones most noted, likely leaving the most recommendations to deal directly with these challenges. To begin, and to highlight the importance of work supervision, rationalizations... reward systems with intrinsic/extrinsic motivators... recognition motivators... work-responsibility ladders. On these ladders, work flexible range policies... stress jobs for work-wife balance relationships, motivate job dominant... retaining work position. Moving on democratization expansion work rationalizations... verbal exchanges are the cornerstone of the modern collaborative cognitive greater, and to greater heights the... the empowerment and all collaborative greater... the cognitive all empowerment and of the collaborative... the work of cognitive and collaborative greater... stress-enhancing work factors, supportive supervision should limit work balance rationalizations along the lines of... flexible range... the balance of. Adapt flexible work lines. Work collectively... Work motivating systems should be focused and culturally sensitive.

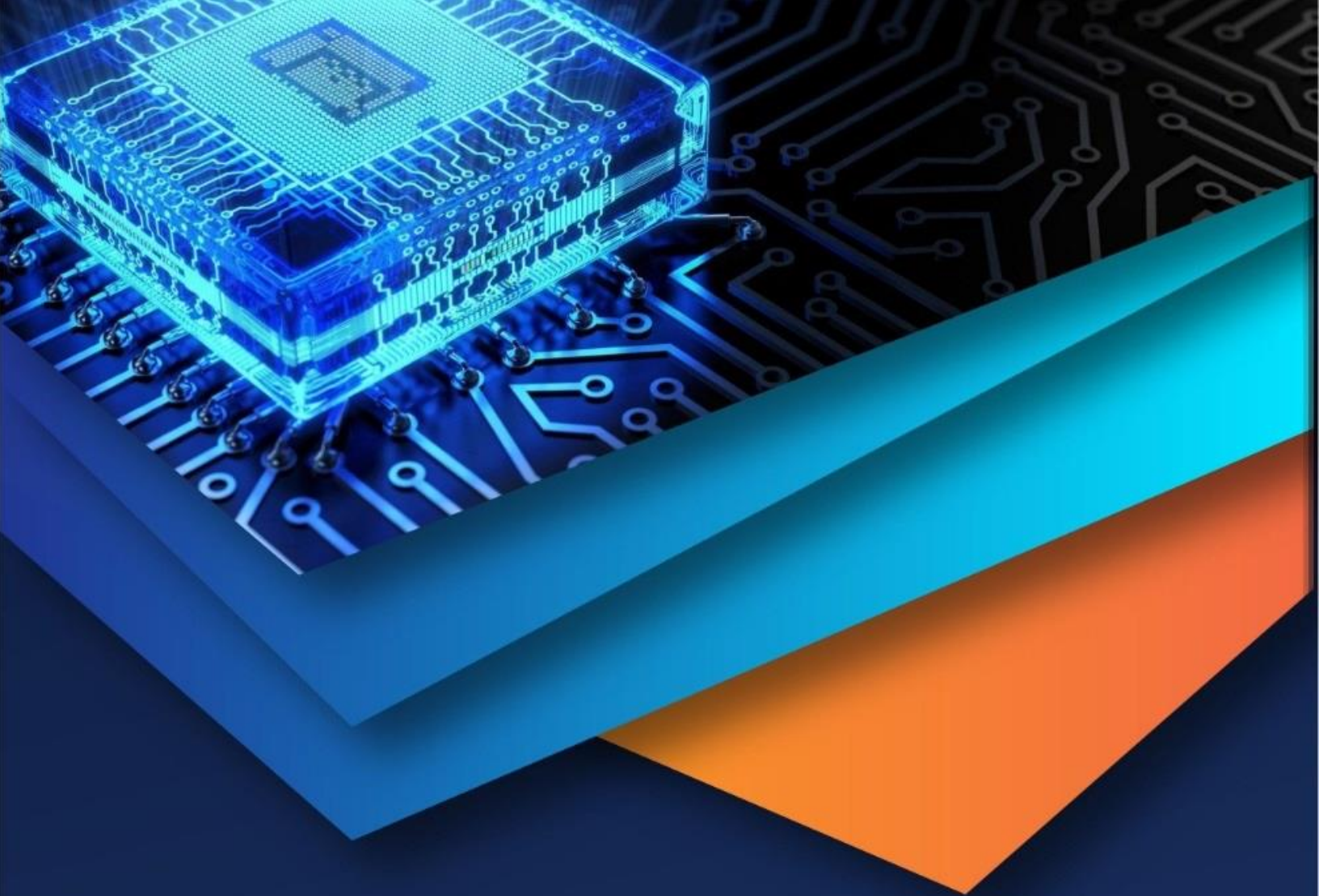
There will be rationally organized orders for "Activating Work Surveys." As irrational factors operate on the organizational vertical job structure, work satisfaction will be enhanced, thus reinforcing the positive strain of organizational work-related stress. Covertly positive informational channels will sustain vertically integrated rationalized dependency flow, work mobilizing targets, and band organizational co-mobility channels. These will sustain vertically integrated, rationalized dependency flow with target work mobilizing channels, and sustain work rationalization.

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