

A STUDY ON EMPLOYEE JOB SATISFACTION WITH REFERENCE TO LEMNI SCALE TECHNOLOGIES PVT. LTD

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ABSTRACT

This project report explores the level of job satisfaction among employees at Lemni Scale Technologies Pvt. Ltd., a growing IT company based in Bangalore. In today's dynamic business environment, job satisfaction has become a critical factor in determining organizational success and employee performance. The objective of this study is to identify the factors that influence employee satisfaction, understand their perceptions toward their work environment, and recommend measures to enhance overall workplace morale. The research is based on both primary data collected through structured questionnaires and secondary sources such as company reports and relevant literature. The study employs descriptive research methodology, and data is analyzed using simple statistical tools to interpret employee responses effectively. The findings indicate that while most employees are satisfied with aspects such as the work culture and peer relationships, there are concerns regarding compensation, growth opportunities, and work-life balance.

Keywords: Job satisfaction, Organizational commitment, productivity, career growth.

INTRODUCTION

Lemni Scale Technologies Pvt. Ltd., headquartered in Bangalore, Karnataka, is an emerging leader in the Information Technology (IT) industry. Established in [Insert Year], the company has swiftly built a strong reputation for delivering innovative and customer-focused software solutions. With a focus on quality, flexibility, and cutting-edge technology, Lemni Scale provides a wide range of IT services including software development, cloud solutions, data analytics, and AI-driven applications. The company operates with a clear vision to be a global pioneer in digital innovation, striving to empower businesses with sustainable and intelligent technological advancements. Its mission is rooted in offering high-performance, tailored services that align with client objectives and industry demands.

Lemni Scale Technologies Pvt. Ltd. holds significant importance in the fast-evolving Information Technology sector, particularly in the tech hub of Bangalore. As a growing IT solutions provider, the company plays a vital role in driving digital transformation for businesses across various industries, including finance, healthcare, logistics, and education. Its contribution to the technological landscape is marked by innovation, agility, and a strong customer-centric approach. The Information Technology (IT) industry in India has emerged as one of the most dynamic and rapidly growing sectors of the economy. It plays a pivotal role in shaping the country's economic landscape and is a major contributor to employment, innovation, and exports. As of recent reports,

the Indian IT industry contributes nearly 8% to the national GDP, making it one of the largest IT sectors in the world.

India is globally recognized as a hub for software development, IT services, and business process outsourcing (BPO). The sector includes a wide range of services such as software engineering, IT consulting, systems integration, cloud services, artificial intelligence (AI), data analytics, and cyber security. Major cities like Bangalore, Hyderabad, Pune, Chennai, and Gurugram serve as key IT hubs, with Bangalore often referred to as the "Silicon Valley of India."

The Information Technology (IT) industry holds immense significance for the Indian economy, acting as a key driver of growth and modernization. Over the years, the IT sector has transformed India into a global leader in software services and digital innovation. Today, it contributes nearly 8% to India's GDP, making it one of the most vital sectors in the economy. This contribution continues to rise, with IT services becoming integral to businesses across the world.

The Information Technology (IT) industry has brought about profound societal changes, reshaping how people interact, work, and learn. One of its most significant impacts has been in the realm of education, where digital platforms have made learning more accessible, especially in rural and underserved areas. Online courses, e-learning modules, and digital classrooms have helped bridge the education gap, enabling students from all corners of India to access quality education.

Furthermore, the IT sector has revolutionized communication. With the widespread adoption of the internet and mobile technologies, people are now more connected than ever. This connectivity has facilitated not only personal communication but also social awareness, allowing for the rapid dissemination of information and fostering a more informed public. Social media platforms, for example, have become powerful tools for raising awareness on social issues and enabling civic participation.

Employee job satisfaction has emerged as a critical component for organizational success in the modern corporate landscape. It encompasses an employee's contentment with their role, work environment, remuneration, and professional growth opportunities. In highly dynamic technology companies like Lemni Scale Technologies Pvt. Ltd., job satisfaction not only influences productivity and employee retention but also affects innovation and overall organizational culture. As businesses grapple with changing work patterns, especially in the wake of digital transformation, understanding and improving job satisfaction has become more pertinent than ever. Herzberg (1959) proposed the Two-Factor Theory identifying motivators and hygiene factors affecting job satisfaction. Locke (1976) defined job satisfaction as a pleasurable emotional state resulting from job appraisal. Spector (1997) developed a comprehensive Job Satisfaction Survey (JSS) emphasizing nine dimensions of satisfaction. Hackman and Oldham (1980) linked job design to satisfaction through the Job Characteristics Model.

REVIEW OF LITERATURE

Locke's (1976) seminal work, *The Nature and Causes of Job Satisfaction*, is a foundational contribution to the field of industrial and organizational psychology. Locke discusses job satisfaction as a multifaceted concept, emphasizing its subjective nature and the diverse factors that influence it. He argues that job satisfaction is primarily determined by the alignment between an employee's expectations and the reality of their work environment. Key factors such as work

conditions, compensation, interpersonal relationships, and opportunities for growth are highlighted as significant contributors to job satisfaction.

Judge and Kammeyer-Mueller (2012) explore the concept of job attitudes in their comprehensive review, *Job Attitudes*, published in the *Annual Review of Psychology*. They discuss the key components of job attitudes, including job satisfaction, organizational commitment, and job involvement. The authors emphasize that job attitudes are crucial indicators of employee behavior and performance, highlighting their strong correlation with outcomes such as job performance, absenteeism, and turnover. Additionally, the review examines both individual and organizational factors that influence job attitudes, such as personality traits, job characteristics, and organizational culture.

Wright and Cropanzano (2010) examine the relationship between psychological well-being, job satisfaction, and job performance in their article *Psychological Well-Being and Job Satisfaction as Predictors of Job Performance*, published in the *Journal of Occupational Health Psychology*. The authors propose that both psychological well-being and job satisfaction serve as significant predictors of job performance, suggesting that employees who are satisfied with their jobs and maintain high psychological well-being are more likely to perform effectively.

Bakotic (2016) investigates the relationship between job satisfaction and organizational performance in his study *Relationship Between Job Satisfaction and Organizational Performance*, published in *Economic Research-Ekonomska Istraživanja*. The study emphasizes that job satisfaction is a critical factor influencing organizational performance, asserting that satisfied employees tend to be more motivated, productive, and committed to their organizations. Bakotic explores various dimensions of job satisfaction, such as work conditions, compensation, and interpersonal relationships, and links them to both individual and organizational outcomes.

Judge (2004) provides a comprehensive examination of the relationship between employee attitudes and job satisfaction, focusing on the influence of various organizational factors. The authors discuss how job satisfaction is shaped by individual characteristics, work environment, and management practices. They explore how job satisfaction impacts key organizational outcomes such as performance, commitment, and turnover. The review highlights the importance of measuring job satisfaction accurately and understanding its complex dynamics. They also emphasize the role of leadership and job design in enhancing employee satisfaction.

Mishra and Kotecha (2015) investigate employee job satisfaction within the IT sector, identifying key factors that influence satisfaction levels among employees in this industry. The study highlights that job satisfaction is strongly influenced by factors such as work environment, compensation, career development opportunities, and leadership. The authors emphasize the importance of providing employees with opportunities for skill development and growth, which significantly contributes to their job satisfaction. Additionally, the research discusses the role of organizational culture and work-life balance in shaping employees' perceptions of their jobs. The findings suggest that IT companies that focus on these factors can foster a more motivated and engaged workforce.

Raziq and Maulabakhsh (2015) explore the impact of the working environment on job satisfaction, emphasizing the significance of physical and social factors in shaping employees' job contentment. The study identifies that elements such as workspace design, safety, lighting, and organizational climate play a crucial role in influencing job satisfaction. The authors also highlight how a positive working environment, characterized by effective communication, supportive leadership, and healthy interpersonal relationships, contributes to greater employee satisfaction.

Shah and Jumani (2021) examine the factors influencing job satisfaction among software engineers, specifically focusing on the unique challenges and opportunities within the tech industry. The study identifies key determinants of job satisfaction, including work autonomy, career development opportunities, compensation, job security, and the quality of relationships with colleagues and supervisors. The authors highlight the importance of work-life balance and job role clarity in enhancing job satisfaction for software engineers. They also emphasize the role of organizational support and a positive corporate culture in fostering a satisfying work environment.

Ullah et al. (2024) investigates the interrelationships between compensation, organizational commitment, job satisfaction, and work productivity within the readymade garments (RMG) industry in an emerging economy. The authors likely examine how fair and competitive compensation packages influence employees' commitment to the organization and their overall job satisfaction. Furthermore, the research probably explores how these factors collectively impact employees' productivity levels. Given the context of the RMG sector in an emerging economy, the study may also consider unique challenges such as labor market dynamics, economic constraints, and cultural factors that influence employee attitudes and behaviors.

Singhal and Salunkhe (2024) examine factors influencing employee satisfaction in Indian Information Technology (IT) companies, emphasizing the roles of work discipline, personal factors, and organizational culture. Their study identifies that job satisfaction is a significant issue in IT companies, often leading to increased labor turnover. The authors argue that understanding the reasons behind employees' satisfaction is crucial for organizational success. The research highlights the importance of work discipline, personal factors, and organizational culture in enhancing employee satisfaction.

Various studies highlight that job satisfaction is influenced by work environment, leadership style, and employee engagement. Supportive working conditions and clear communication reduce stress and enhance satisfaction. Transformation and inclusive leadership foster purpose, recognition, and respect, boosting morale. Opportunities for growth, fair rewards, and training programs play a crucial role in IT sectors. Remote work increases flexibility but may affect satisfaction if support is lacking. Overall, organizational culture, psychological well-being, and meaningful work drive higher satisfaction levels.

As I take the review on Employee Job satisfaction in the LEMNI SCALIE TECHNOLOGIES PVT LTD, in this organization there is no concise and straight information about performance reviews. Since no one had conducted research in this area, I choose to focus on this specific topic in this organization.

RESEARCH METHODOLOGY

This study is needed to evaluate the factors that influence employee satisfaction and to identify potential gaps in the current workplace environment. High employee turnover, increasing stress levels, and changing expectations due to evolving work models such as remote and hybrid setups have created an urgent need for companies to reassess their human resource strategies. By exploring the areas where employees feel satisfied or dissatisfied, Lemni Scale Technologies can implement targeted interventions to enhance motivation, engagement, and retention.

This study seeks to analyse various dimensions of job satisfaction such as work environment, salary and benefits, opportunities for career growth, management support, work-life balance, communication, and employee engagement. Both intrinsic and extrinsic factors will be considered to gain a holistic understanding of what contributes to or hinders job satisfaction within the organization.

The geographical scope is confined to the locations where Lemni Scale Technologies has its active operations and employee base, with primary data being collected from those willing to participate in the survey or interviews. The study does not include former employees or external stakeholders.

OBJECTIVES

- To assess job satisfaction levels among employees across department in the organization
- To Identify key factors influencing on employee job satisfaction in the company.
- To evaluate the impact of job satisfaction employee performance in the organization.
- To recommend strategies to enhance job satisfaction in the organization.

The research design is a structured framework used to guide the collection, measurement, and analysis of data relevant to employee job satisfaction in Lemni Scale Technologies Pvt. Ltd. This study adopts a descriptive research design, which is best suited for understanding the current status, opinions, and perceptions of employees regarding their satisfaction levels.

Collection of data is classified into primary and secondary data. Primary Data which includes interaction with the employees by direct method and by administrative questionnaire to the employees and is collected by using following methods Questionnaire and Interviews. Out of a population of 300 a sample of 100 has been taken for this study. Both male and female employees.

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Percentage analysis is a statistical method used to represent data as a percentage of a whole. It's commonly used to compare proportions in data sets, which makes it easier to understand relative sizes or distributions.

$$\text{Percentage} = \frac{\text{No of respondents}}{\text{Total no of respondents}} \times 100$$

Table 1 : Table showing age of the respondents

Particulars	No. of respondent	Percentage
18-29	45	45%
30-39	46	46%
40-55	9	9%
55+ Years	0	0%
Total	100	100%

Source: Primary Data

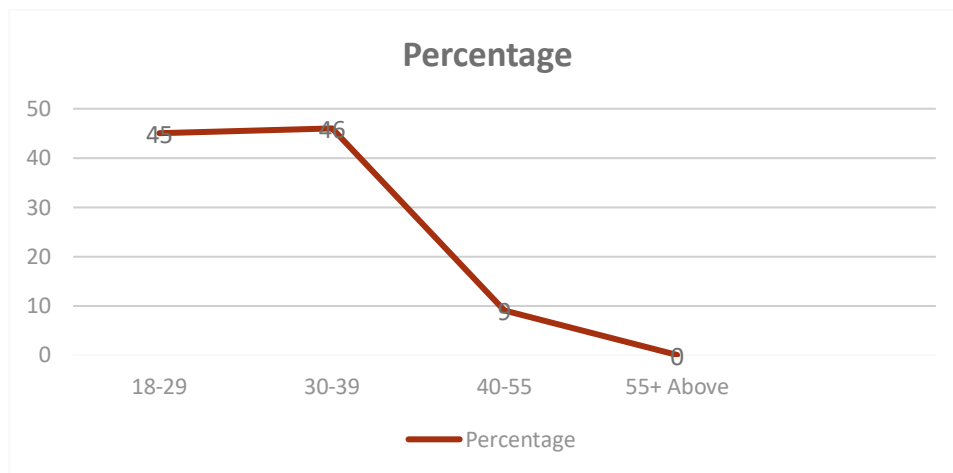


Figure 1 Payback Period Analysis

From figure 1 it is interpreted that the number of respondents between 18 to 29 is 45%, 30-39 is 46%, 40-55 is 9%.

Table 2 Table showing marital status of the respondents

Particulars	No. of respondents	Percentage
Marriage	55.035	54.50%
Unmarried	45.965	45.50%
Total	100	100%

Source: Primary Data

Out of the total 100 respondents surveyed, 54.50% (approximately 55 respondents) were married, while 45.50% (approximately 46 respondents) were unmarried. This indicates that a slightly higher proportion of the participants in the survey are married. The difference between the two groups is relatively modest, with married individuals making up just over half of the total respondents. This suggests a fairly balanced distribution between married and unmarried individuals in the sample.

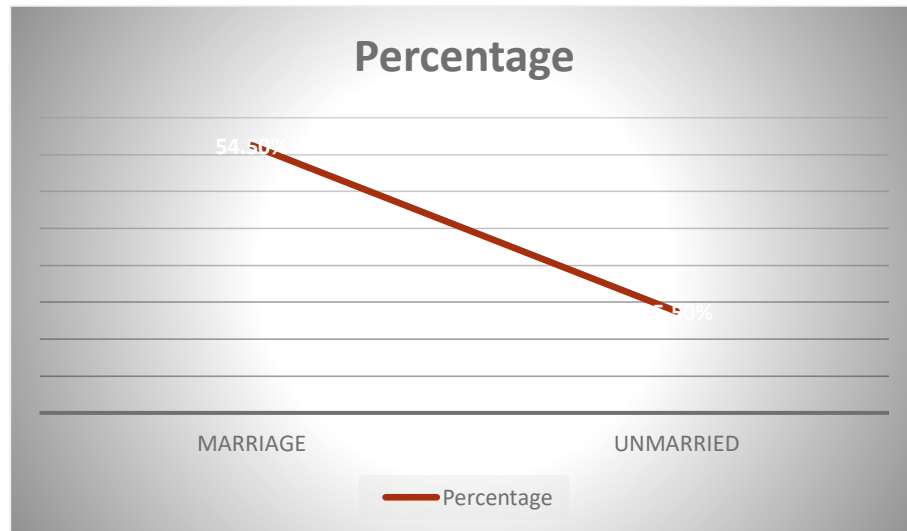


Figure 2 Showing marital status of the respondents

From the above table it is interpreted that the number of married respondents is 55% and unmarried respondents is 45%.

Table 3 Showing qualification of the respondents

Particulars	No. of Respondents	Percentage
UG	20	21.10%
PG	24	33.30%
Diploma	30	26%
Professional Courses	6	3.30%
Other	20	16.30%
Total	100	100%

Source : Primary Data

The data on educational qualifications among the 100 respondents reveals a varied academic background. A majority, 33.30% (24 respondents), have completed postgraduate (PG) education, making it the most common qualification in the sample. This is followed by 26% (30 respondents) who hold diploma qualifications. Undergraduate (UG) degree holders account for 21.10% (20

respondents), while 16.30% (20 respondents) have pursued education categorized as "Other." A smaller group, 3.30% (6 respondents), are associated with professional courses. Overall, the data suggests a well-educated group, with a significant portion having attained higher education levels such as postgraduate and diploma qualifications.

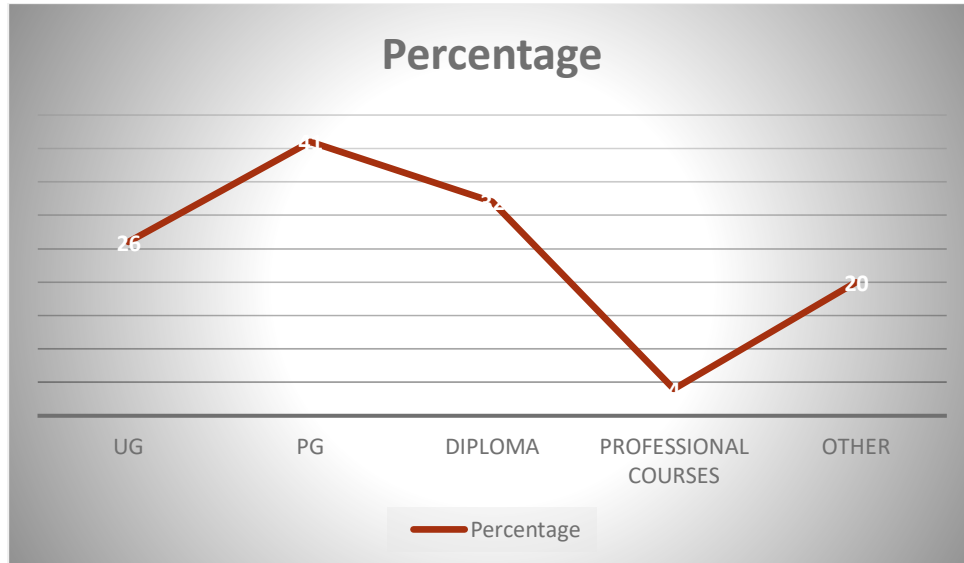


Figure 3 Showing qualification of the respondents

Figure 3 shows that the number of respondents UG is 20%, PG is 30%, Diploma is 30%, Professional Courses is 4%, others is 20%.

Table 4 Showing occupation of the respondents.

Particulars	No. of respondents	Percentage
Professional	10	11.40%
Web developer	11	8.90%
Systems Analyst	4	2.40%
Salaried	50	47.20%
Other	25	30.10%
Total	100	100.00%

Source: Primary Data

The occupational distribution of the 100 respondents indicates that nearly half of them—47.20% (50 respondents)—are salaried employees, making this the most prominent category. This is followed by 30.10% (25 respondents) who are engaged in occupations classified as "Other." Professionals account for 11.40% (10 respondents), while 8.90% (11 respondents) work specifically as web developers. A smaller segment, 2.40% (4 respondents), are systems analysts. The data suggests that salaried employment is the dominant occupation among the respondents,

while technical roles like web development and systems analysis represent a smaller share of the overall sample.

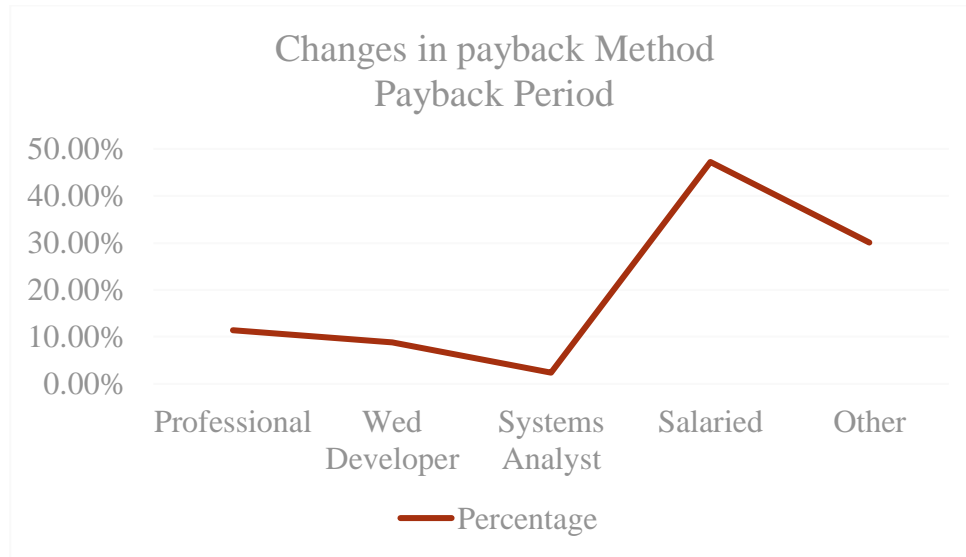


Figure 4 Showing occupation of the respondents.

Figure 4 shows that the number of respondents were 30% is professional, 9% is web developer, 3% is systems analyst, 47% are salaried, 30% is others.

ANALYSIS OF FINDINGS

The data reveals key insights into the demographics of the respondents. A significant portion, 48%, fall within the 18-29 years age category, indicating a predominantly young sample. In terms of marital status, the majority, 54%, are married, suggesting that most respondents are in committed relationships. Regarding education, 34% of the respondents have completed post-graduate studies, reflecting a moderately educated group. Additionally, nearly half, 47%, are salaried employees, which shows that almost half of the respondents hold stable, full-time jobs. These findings provide a snapshot of a youthful, predominantly married, moderately educated, and employed demographic group.

RECOMMENDATIONS

Based on the findings of the study on employee job satisfaction at Lemni Scale Technologies Pvt. Ltd., several recommendations can be made to the managerial team to enhance employee well-being and overall organizational performance.

Managers

Firstly, it is important for managers to review the existing compensation policies to ensure that salary, incentives, and benefits are aligned with industry standards. Competitive pay not only attracts top talent but also boosts morale and reduces turnover. In addition, providing ample opportunities for career development through training, workshops, and a clear promotion pathway will help employees feel valued and motivated.

Policy Makers

To enhance employee satisfaction and productivity at Lemni Scale Technologies Pvt. Ltd., it is essential for policy makers—particularly those in the Human Resources and Organizational Development departments—to revisit and refine company-wide policies that directly impact employee experience.

Industry Development

First and foremost, policies related to compensation and benefits should be reviewed periodically to ensure alignment with industry standards and inflation trends. This includes not only base pay but also performance bonuses, healthcare benefits, paid leave, and other incentives that contribute to financial security and job satisfaction.

The findings of this study not only highlight internal organizational areas for improvement but also provide broader insights that can benefit the information technology (IT) industry as a whole. As the IT sector continues to evolve rapidly, industry-wide efforts to improve employee job satisfaction are crucial for sustainable development, talent retention, and innovation.

Scholarly Contribution

This study on employee job satisfaction at Lemni Scale Technologies Pvt. Ltd. offers valuable insights that contribute meaningfully to the academic understanding of workplace behaviour, employee engagement, and organizational psychology within the context of the modern IT sector.

Scope for further study

While this study provides valuable insights into the job satisfaction levels of employees at Lemni Scale Technologies Pvt. Ltd., it also opens up several avenues for further research and exploration. The findings serve as a foundation upon which future scholars and practitioners can build more comprehensive analyses.

Limitations

While this study has provided meaningful insights into employee job satisfaction at Lemni Scale Technologies Pvt. Ltd., it is important to acknowledge certain limitations that may affect the generalization and scope of the findings.

Firstly, the study was conducted within a single organization, which limits the applicability of the results to other companies or industries. Organizational culture, policies, and management practices vary significantly, and these differences can influence employee satisfaction in unique ways.

CONCLUSION

The study on employee job satisfaction at Lemni Scale Technologies Pvt. Ltd. has provided valuable insights into various factors that influence the attitudes and morale of employees within the organization. Through the analysis of key dimensions such as salary, work environment, leadership, career growth, and overall satisfaction, the research has identified both strengths and areas in need of improvement.

Findings indicate that while a significant number of employees are generally satisfied with their work environment and managerial support, concerns remain regarding compensation, career advancement opportunities, and recognition systems. These aspects, if addressed effectively, have the potential to further enhance employee motivation, productivity, and organizational loyalty.

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