



## ***Employee Aspirations towards Job Satisfaction - A Total Quality Management with HRM Perspective of Infosys vs. TCS***

**D Surekha**

**Research Scholar, Faculty of Management,  
Pacific Academy of Higher Education and Research University, Udaipur.**

**&**

**Dr. P Prasada Rao**

**Director General**

**(Amity Global Business School, Hyderabad)**

**Abstract:-** *Successful business enterprises focus on creating and reinforcing employee satisfaction to get the most out of their human capital by combining the scientific and system-oriented school of Management with human behavior and social norms. The emphasis is about the IT Industry overview of the Employee Aspirations towards job satisfaction driving for the growth of employer and the employee. The study explores the systems that are implemented in organizations for effective people management and beneficial returns on investments. However whether people fit into these systems & structure, is debatable. Therefore, in designing structures and systems, human feelings and needs should be considered as employees are important assets of the organisation and need to be honoured at the work place substantially initiating a step towards a successful implementation of Total Quality Management Process in the IT Industry. Thus TQM has been much talked about in a larger perspective by the eminent specialist. The progress towards employee perception of People Management does, by and large, require an appropriate implementation for employee satisfaction which in turn influences the employees overall performance of the organization and its successful growth towards competitive advantage.*

### **Introduction**

"Broad (2007) describes that to achieve the organizational quantitative and qualitative goals and enhancing employee's performance, effective intrinsic and extrinsic incentives must be given to employees. Monetary, non- monetary benefits (given to employees), recognizing their work and developing good and healthy employee and employer's relationship are key factor in motivating employees to work hard". Intrinsic motivation is achieved by accomplishing personal goals and objectives, which motivate employees and enhance job satisfaction. Infosys remains unchallenged on brand equity and remains the company of dreams for the fifth year e survey, however, sounded a warning note on one of the findings, which show that overall employee satisfaction is decreasing. According to Shailendra Gupta, Manager, User Research, IDC (India) Limited, "This decline in satisfaction and retention levels can be directly attributed to the steady increase in expectation levels of the employees and the inability of the employers in managing the same." Growth opportunities/career development emerges as the single-largest factor driving job satisfaction; according to the survey only 70 per cent out of India's top 20 IT conglomerates last year could retain their places in this year's rankings. While the biggies in the industry, TCS, Infosys and Wipro, are still there among the top 20, giving them stiff competition are smaller ones like Cadence, RMSI and Indus logic (considering employee size), the survey said.

Previous research has shown a correlation between employee satisfaction and organization systems. Through this study, the researcher will focus on comparing one Company that has not made significant advances in employee satisfaction scores (Infosys) to another Company that has obtained and maintained the positive results (TCS). The researcher will attempt to find a relationship between employee satisfaction scores of these two companies. Suggestions will then be given on how to increase the score

***The objectives of this study are:***

- 1. Explore the comparative study of employee satisfaction at Infosys and TCS.*
- 2. Develop a plan to implement TQM changes at the organization level to increase employee satisfaction and help Infosys in retaining employees by fulfilling their aspirations.*

This study is important to the competitive edge that Infosys would like to retain the employees. If changes can be implemented in TCS with success, then the same changes can be attempted in Infosys which is experiencing low employee satisfaction. It is also possible that if TCS a similar IT company which, is able to increase the employee satisfaction score will also rise. Completing this study will not only increase the awareness of how employee satisfaction impacts the growth of the company, but it will also create a path to happier and more effective employees. The survey is subjected to the bias and prejudices of the respondents. Hence 100% accuracy can't be assured. The researcher was carried out in a short span of time, where in the researcher could not widen the study. The study could not be generalized due to the fact that researcher adapted personal interview method.

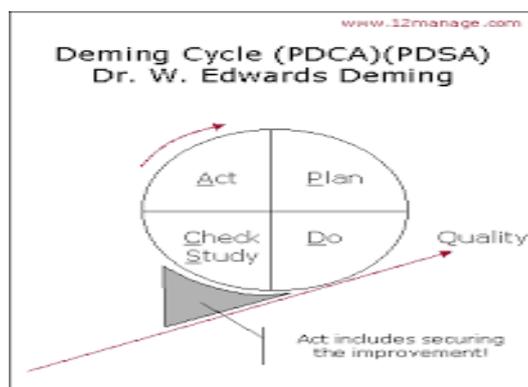
#### **Literature Review**

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). Growth opportunities & career development emerges as the single-largest factor driving job satisfaction among employees in the IT Industry, It is a common knowledge that if you keep your employees satisfied in your company, they won't leave you without a huge reason or a big deal. Employee satisfaction not only affects the employee turnover but it also influences the overall performance of the company or business. With the employees that are not completely satisfied by the policies of your company and its goals and objectives, you can't run a successful business. This study will compare how employee satisfaction & Aspirations are related to organizational growth and success of two major top companies in IT industry. Though Infosys has fared well in growth perspectives there has been no significant satisfaction among employees which might not be suitable for future growth prospects of the company on other hand TCS has gained in both the aspects of growth & success by being in Top 20 and as well as employee satisfaction levels. It is a common knowledge that if you keep your employees satisfied in your company, they won't leave you without a huge reason or a big deal. Employee satisfaction not only affects the employee turnover but it also influences the overall performance of the company or business. With the employees that are not completely satisfied by the policies of your company and its goals and objectives, you can't run a successful business. It is very easy to understand that if you know and understand why your employees are not well satisfied with your company and want to leave it or at least not happy working with you, you should find out what's bothering them and how can you make the workplace more comfortable and satisfied for them. An employee satisfaction survey is a good program that evaluates the employee satisfaction situations in companies and organizations.



It is people who will make the difference and their satisfaction is the key to success. A paradigm shift is needed to deal with Human Resource Management.

To make effective strategic business decisions, more and more organizations are looking to data and information about the quality and capacity of their people. With increasing human capital challenges—notably accelerating retirements and skill shortages—it has become a priority for organizations to successfully measure their workforce capacity in a meaningful way. HR departments are expected to be active in business strategy and as a result, require accurate and appropriate metrics to measure and analyze not only the profile of their workforce, but also the effectiveness of their talent management strategies.



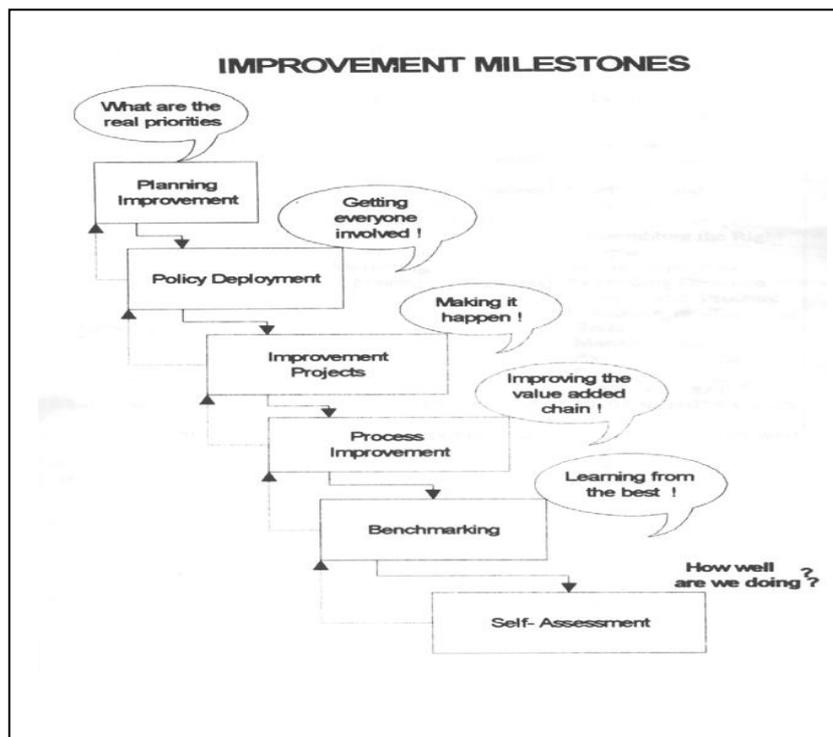
According to the MSA's Leader's Workbook (2002), "Quality improvement processes in use today suggest that constituents be regularly surveyed and performance be regularly measured. The Employee Opinion Survey is one important way to gather this critical information as objectively as possible". Though Infosys in its Business responsibility report 2012-2013 confirms that it provides forums to support frameworks and policies for hearing and addressing the concerns of their

employees and resolving issues or conflicts in a fair and objective manner. Hearing employees and resolving (HEAR) provides a channel to their employees to get their grievances redressed. However employees may not be comfortable in discussing their difficulties all the time in redressed forums like these therefore, keeping employee satisfaction as a focus may be unrealistic as other business practices may take a front seat to managers' efforts. Where as in TCS Employee satisfaction surveys are used to gather information from employees about the quality, nature of work and job satisfaction, work environment, organizational culture, salaries and benefits, supervisors, appraisals, support functions, and internal processes. The researchers suggest surveying employees every 12-18 months (When To Repeat, n.d.). In Human Resource Kitfor Dummies (1999), Max Messmer recommends surveying employees every six months in companies with 50 or more employees. In the end, individual companies need to decide how frequently and how formally they wish to conduct an employee satisfaction survey. Gallup Organization has done extensive research in determining what core elements are necessary to keep and attract talented employees (Buckingham and Coffman). In its research, the organization narrowed down a long list of questions that correlated with the business practices of productivity, profitability, retention, and customer satisfaction. Since this research is focusing on the employee satisfaction aspect of two IT companies like Infosys & TCS, the focus will be on those questions that influence Employee satisfaction.

The specific questions are:

1. Do you know what is expected of you at work?
2. Are Training programs organized to upgrade the employees in the company knowledge based & informative?
3. Are you able to achieve work life balance in the company?
4. Are you Happy with performance Appraisal methods followed by the organization?
5. Are you given importance at the work place?
6. Are you satisfied with the Pay structure of your organization?
7. Do you have career upgrading opportunities?
8. Does the organization have the employee friendly environment?
9. Are you satisfied with your organization?

Based on above questionnaire the employee is part becomes part of the organization rather than an individual which is at times a safer mode for the individual to express their thoughts and ideas. The formal information gathered by the organization every year is valuable to form strategic plans regarding retaining, empowering, and satisfying the current employees. All employees are involved in feedback sessions. This builds morale of the employees as they feel part of the decision process (MSA Handbook, 2002). During these feedback sessions, the employee becomes aware of company issues. Thus, it is important to review the survey results in a timely manner. Employees are curious on what other employees saw as both strengths of the organization as well as areas that need improvement. The study also highlights like how a particular company compares to other companies in the same industry as well as understands its position at the competitive edge over other companies. Empowering employees allows them to think for themselves, encourages creativity, and produces more efficient workers (Kay and Jordan-Evans, 1999). Employees have always have been part of developing or improving process of the organization. By empowering them the feeling of belongingness arises and they will be more apathetic toward their job and will perform effectively and efficiently.



In recent years, there has been growing recognition of the contribution of HR strategies to meeting organizational goals. In most accounts, this involves a call for organizations to adopt a strategic approach to managing their human resources. HRM is no longer to be seen simply as a staff specialization, concerned solely with people-management issues and separate from business management. As Walker (1992) puts it:

- The challenge of managing human resources in to-day's context is to ensure that all activities are focused on business needs.
- All human resource activities should fit together as a system and be aligned with human resource strategies. These strategies, in turn, should be aligned with business strategies.

Schuler and Jackson (1987) explain that the three generic business strategies of innovation, quality enhancement and cost reduction each require quite different employee "role behaviors", which in turn require particular HRM policies.

### Methodology

Organization growth & success of business is related with employee satisfaction. Determining what effect they have on each other will be explored in this section. This chapter will discuss how this research was designed. A description of the population this study revolves around as well as the instrumentation will also be included.

**Research Design:** The design of this project will be to use quantitative research methods when gathering the information from the employees' perspective of both the companies. The researcher will then use benchmarking principles to determine how Infosys compares with TCS employee

satisfaction parameters. Both of the surveys that will be administered by using a Likert rating scale to answer questions. This will make the comparisons more logical than if different measurement tools were used. The design of this research will give the researcher results from which to base recommendations of HRM strategies to implement. Infosys will then be able to continually measure employee satisfaction directly. Because benchmarking too many variables at one time can be difficult, this project has been limited to looking at information just related to Infosys and TCS. This will allow the researcher to focus efforts on a manageable amount of people and data gathered from the surveys. Both of the survey tools have national benchmarking data available for the researcher to make accurate comparison. This information will be helpful when giving feedback to the company management as well as employees as they can then see where there needs to be improvements.

**Primary Data & Sample size:** The Primary Data will be surveyed for the customer satisfaction perspective will be of 50 employees each company. This group will represent a cluster sample of Infosys and TCS, as it is a natural division of the larger group of employees. The focus will be on technically related employees in the companies. According to the information obtained in the literature review, the following questions along with a corresponding questionnaire survey will be used to assess employee satisfaction. The employee satisfaction results will also be obtained from a survey provided by the employees. The researcher will again be able to obtain information specific to companies Infosys and TCS. As determined by the literature review, the following questions along with the corresponding questions from the MSA survey will be used.

1. Do you know what is expected of you at work?
2. Are Training programs organized to upgrade the employees in the company knowledge based & informative?
3. Are you able to achieve work life balance in the company?
4. Are you Happy with performance Appraisal methods followed by the organization?
5. Are you given importance at the work place?
6. Are you satisfied with the Pay structure of your organization?
7. Do you have career upgrading opportunities?
8. Does the organization have the employee friendly environment?
9. Are you satisfied with your organization?

Both of the companies chosen are considered to be leaders in the IT industry. Both tools large number of employees working for them. The survey tool has been used to administer feels of the information which has been useful in determining the employee satisfaction. The limitation to this study is that the comparison will be done for companies Infosys and TCS only. It is felt, though, that starting with two large companies will make correlating and developing plans for other upcoming companies easier. Infosys and TCS will be the pilot companies to determine if suggested HRM strategies could be implemented in other related companies within the frame of Total Quality Management. A thorough review of literature is based on the employee satisfaction and the organizational growth & success. A comparison of the data obtained from employee satisfaction reports and information gained through the employee satisfaction survey will be presented. This will be followed by recommendations to improve employee satisfaction in order to retain employees focusing the organizational growth & success.

### Data Analysis & Interpretation

The purpose of this study is to measure the effects of organizational initiatives and to understand the employee aspirations towards Job satisfaction, Individual growth & success in the IT sector through implementation Total Quality Management attributes along with Human Resources Management perspectives. TQM plays major role in building high performance teams. A Management with greater responsibility is always bound to create a responsible & high performance workforce to achieve the organizational goals. The interpretation is based on survey done to collect information. There is no formal comparison between Infosys & TCS chosen to determine the employee satisfaction and organization growth. However this research will use two companies for the comparisons between areas that portray more satisfied employees towards organizational growth. Employee Satisfaction key Results: - Employees of each company were given the opportunity to complete the employee satisfaction survey through either a paper format or an electronic format over a two week period. Infosys had 40 respondents out of 50 for a response rate of 80%. TCS had 40 respondents out of 50 for a response rate of 80 %. Table: 1 displays the results of the survey. The information documented is grouped into positive and negative responses rather than per degree of agreement or disagreement. This is to simplify the comparison to the employee satisfaction data which also will be documented in the positive and negative categories.

**Table 1**

#### Employee Satisfaction Data Analysis

		Infosys Positive Result	TCS Positive Result	Infosys Negative Result	TCS Negative Result
1.	Are Employees generally satisfied with the career growth plans at Infosys?	27	40	23	10
2.	Does the compensation Policy ensure suitable pay for suitable work?	0	40	50	10
3.	Does the appraisal system help the employees to plan their performance well?	2	47	48	3
4.	Will the organization take feedback Periodically to bring improvement in HRM system?	4	35	46	15
5.	Is management proactive in addressing the concerns of employees?	10	35	40	15
6.	Does training in technical knowledge & skills contribute to improvement of productivity and quality?	41	37	9	13
7.	Do employees feel that their views are considered in the organization?	37	34	16	13
8.	Does management believe that the employees are capable of innovative thinking?	15	36	35	14
9.	Is employee satisfied & happy with the company?	10	42	40	8

Note. The numbers recorded represent employees who chose answers in the two divisions of the survey (positive or negative) rather than numbers recorded in each degree of agreement or disagreement (1 -6 ranking).

Infosys(Positive)X	Infosys(Negative)Y	Rank for X	Rank for Y	x-y	(x-y) <sup>2</sup>
27	23	3	7	-4	16
0	50	9	1	8	64
2	48	8	2	6	36
4	46	7	3	4	16
10	40	6	5	1	1
41	9	1	9	-8	-64
37	16	2	8	-6	-36
15	35	4	6	-2	-4
10	40	5	4	1	-1
					<b>148</b>

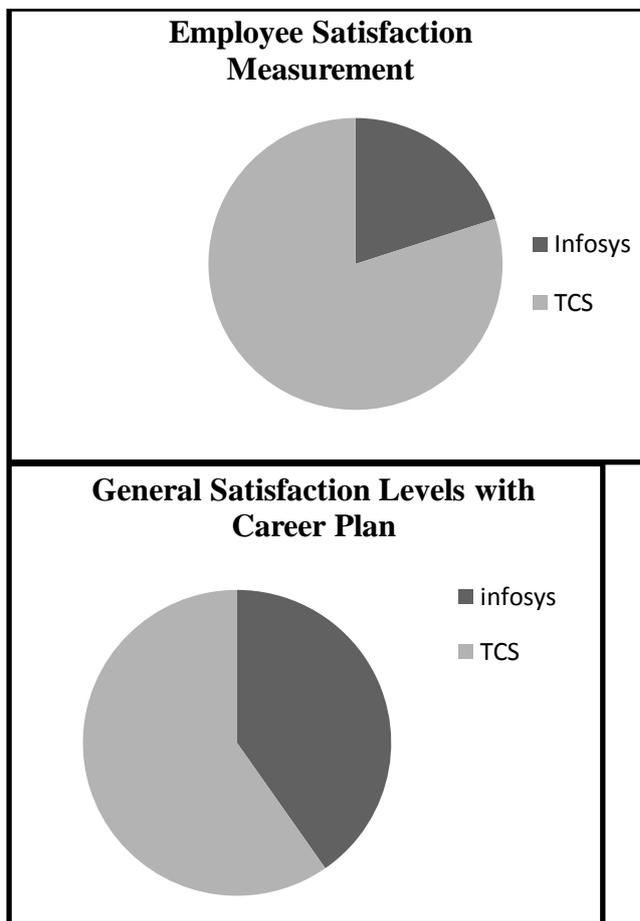
$$\frac{1-6\sum d}{n(n2-1)} = \frac{1-6(148)}{9(9-1)} = \frac{1-6(148)}{9(80)} = \frac{1-74}{60} = 1-1.23 = -0.23 \text{ Negative}$$

TCS(Positive)X	TCS(Negative)Y	Rank for X	Rank for Y	x-y	(x-y) <sup>2</sup>
40	10	3	7	4	16
40	10	2	6	4	16
47	3	1	9	8	64
35	15	7	3	4	16
35	15	6	2	4	16
37	13	4	5	1	1
34	16	8	1	7	49
36	14	5	4	1	1
42	8	2	8	6	36
					<b>235</b>

$$\frac{1-6\sum d}{n(n2-1)} = \frac{1-6(235)}{9(9-1)} = \frac{1-6(235)}{9(80)} = \frac{1-470}{240} = 1-0.29 = +0.71 \text{ Positive}$$

Interpreting the above analysis Infosys is one of the top most companies in India doing well in business however it has also accumulated drawbacks from its workforce satisfaction basically connected with compensation policy. The figures that show the tendency of satisfied employees is 0 in Infosys and 40 in TCS that means the Employees at Infosys are not satisfied with the pay structure and the increment system which is one of the major reasons the employees at Infosys are difficult to retain in the company. Yearly around 3 to 4 percent of increment is awarded that is why the employees are dissatisfied in the company. Fresher may find it reasonable to work in Infosys, as they have a lot more to learn and gain required experience and technical knowledge in the company the reviews in this aspect are very positive around 41 respondents submitted the positive review where as TCS received 37 positive reviews. The employees are satisfied with the Training and up gradation in the company and have given excellent positive reviews. TCS is also one of top most company where in employees are happy to work. There are employees who are working in TCS since past 20 years and are satisfied with the company HR policies. The training is good but work life balance is not much favorable though work from home opportunities are provide by the company. Infosys definitely gives good work environment and excellent Training opportunities however employees feel that equal opportunity & recognition is not provided to them politics taking toll in teams. However an Employee forum has been made to hear the grievances of the employees wherein employees may always not feel comfortable to discuss their problems around 10 respondents gave positive review about Infosys in this regard & 40 respondents agree upon non compliance wherein in

TCS around 37 people gave positive review in this aspect. Therefore a proper non biased survey system needs to be implemented in the organization where anonymously employees give their feedback to the company in order to make necessary changes in the organization. This change may definitely be involved with the TQM aspects of HR stream.



10 out of 50 respondents at Infosys give positive review regarding their satisfaction levels and around 40 respondents are not satisfied with their jobs where as in TCS the respondents are very positive about their satisfaction levels. There are people working since past 20 years in TCS and have retained longer in the company. The freedom and happiness in employees is at a greater satisfaction levels indicated as shown above in the pie chart.

### Discussion

Studying the relationship between employee satisfaction, organisational growth & success is a good business practice. In the IT industry this is particularly important as per the competitive edge in the global markets. There is also an issue of inadequate talent Acquisition in the Indian markets specially related to IT. The general population though is in higher dimension and the required talent by the IT industry is scarce. The need for right Talent is at higher percentage in IT industry in the country even today.

The above interpretations brings out that the TQM requires a particular approach to HR strategy if it is to be implemented successfully. The implementation of TQM is usually couched in terms of a need to manage the organization's culture. Williams et al. (1993) suggest that five main methods are commonly used by management in attempts at culture change, which are all people related:

- Changing the people in the organization, through selective recruitment and redundancy programmes, with a greater emphasis on selecting people with the desired attitudes, as well as technical skills and experience
- Moving people into new jobs to break up old sub-cultures
- Providing employees with training and management role models appropriate to the desired culture
- Training employees in new skills, thus influencing their job attitudes
- Changing the work environment, HR policies and management style

They suggest that attempts to manage culture are likely to be more successful where change is preceded by a "precipitating crisis", which helps to convince people of the need for change, as when the organizations are losing customers, competition is intensifying threatening the very existence of the organization. The key activity here is to "unfreeze" existing attitudes in order to facilitate attitudinal and behavioral change, before "refreezing" as the new attitudes are internalized by organizational members (Schein, 1985). This finding is very relevant to the Indian IT Companies.

#### **Significance of Employee Satisfaction Survey:**

It is easy to understand the employee satisfaction levels for sound decision making processes in the organization and discard the troubling issues by bring in new changes in the organization culture. A happy employee can create a happy customer and a happy customer can bring success to the company. Evaluating employees through surveys is the best methodology of gathering employee satisfaction data. Research & Development of overall activities of business is important to study & analyze the Business environment of the company in order to make efficient decision making. When we talk about overall Total Quality Management, HR department is also under TQM factor therefore the perspective of TQM with HRM is sustainable. Dealing with employee issues & problems is ethical business practice which also helps in brand building activities of the company.

#### **Conclusion**

When looking at the data collected from both the companies, Infosys and TCS. The employee satisfaction survey indicates the differences in HR policies implied between the two. The employees in Infosys have some unsatisfied results when it comes to compensation aspects with the company where as TCS has good work environment and ensures job satisfaction of its employees through various new ways by recognizing issues related to its employees and is ready to amend those issues by bringing in new changes by aiming at qualitative workforce. However Employee aspirations and expectations have been overlooked in certain issues of both the companies which make employees unsatisfied in their jobs and the two companies need to aim at higher quality of workforce to sustain the competitive edge.

#### **Recommendations**

The first recommendation is that Infosys should adapt a proper method to understand its workforce. Survey method is the best method to know the views of its employees to measure the satisfaction



levels. Produce this kind of information for all the departments and look for patterns that need improvement. Department directors may like the guidance that relating their employee satisfaction results. It would provide for more meaningful process improvements. This in turn can produce a better work environment for employees.

The second recommendation would be to retain employees with flexible work timings and by providing work from home opportunities.

The third recommendation is to improve the organization culture by introducing helpful and assisting work culture and the

The final recommendation is to begin work on communication issues that exist in the departments. The use of focus groups to share the results and subsequently solicit ideas on how to improve communication between the Team leaders/directors and the staff would be an important first step.

Employee Reward System must be integrated and supportive with the corporate strategic objective; further reward system must be unbiased and discourage interdepartmental and organizational differences. (Gomez-Mejia and Balkin, 1992). Encouragement of employee's performance and creating sense of ownership in achieving tasks different business setups have been using various incentives, reward and pay system (Cameron and Pierce,1977).

According to the literature review, staff feel empowered when they are a part of finding solutions to issues that affect them directly. Once the staff is empowered, the related communication issues will improve as staff will know their expectations and possibly begin to work together to help organizations achieve their goals.

### References

1. <http://www.tcs.com/sitecollectiondocuments/white-papers/bfs-whitepaper-survey-analysis-0613-pdf> References Albrecht, K. (2000).
2. The eternal truths of service. Retrieved November 17, 2004, from <http://Karlalbrecht.com> Bernardin, H. (2003).
3. Human Resource Management (3rd Edition). New York, New York: McGraw-Hill Companies Inc. Brittain, J.R., (1999).
4. Star Team Dynamics. Greensboro, NC: Oakhill Press. Brown, M. (1996).
5. Keeping Score. New York, New York: Amacom Books. Buckingham, M. and Coffman, C. (1999).
6. First Break All The Rules. New York, New York: Simon and Schuster. Harris, J., & Brannick, J., (1999).
7. Finding & Keeping Great Employees. New York, NY: AMA Publications. Heskett, J., Sasser, W., Schlesinger, L. (1997).
8. The Service Profit Chain. New York, New York: The Free Press. Kaye, B., & Jordan-Evans, S., (1999).
9. Love 'Em or Lose 'Em. San Francisco, CA: Berrett-Koehler Publishers, Inc. Lee, B. (1996).
10. Satisfaction Guaranteed. Calgary, Alberta, Canada: Mastery Publishing Company. Lee, F. (2004).
11. The Journal for Quality and Participation. March/April, 27-28. Retrieved February 18, 2005 from <http://www.aqp.org> MacStravic, S. (2004). Retrieved February 16, 2005 from [www.hhnrag.com](http://www.hhnrag.com) MacStravic, S. (2004).
12. Feedback Leaders Workbook. Kansas City, MO: Management Science Associates, Inc. Manion, J. (2004).
13. Strengthening organizational commitment. Human Resources Kit for Dummies. Foster City, CA: IDG Books Worldwide, Inc. Schlesinger, L. and Heskett, J. (1991).
14. Leonard A. Schlesinger and James L. Heskett respond: customer satisfaction is rooted in employee satisfaction.
15. Harvard Business Review. 69(6) 148. Retrieved November 22, 2004 from Ebsco Host database. Snyder, R. (1998).
16. What bad impressions say about organizations (part 11). Human Resource Quarterly. 9(2), 179- 185. Studor, Q. (2003).  
Hardwiring Excellence.
17. Gulf Breeze, FL: Fire Starter Publishing. When to repeat the employee satisfaction survey. (n.d.). Retrieved March 15, 2005 from <http://www.employeesurveys.com> Wolosin, R. (2003)