



A STUDY ON JOB DESIGN FOR EMPLOYEE SATISFACTION WITH REFERENCE TO HCL TECHNOLOGIES

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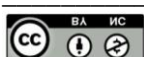
ABSTRACT: The focus of this Research on employee satisfaction is the well-known IT services provider HCL Technologies. Among the factors examined are authority, task diversity, job satisfaction, workload balance, feedback mechanisms, and role clarity. The purpose of this Research was to identify workplace factors that significantly impact employees' levels of satisfaction and productivity. This was accomplished by merging qualitative information from in-depth staff interviews with quantitative information from common questionnaires. The findings indicate that the two biggest issues are having too much work and not knowing exactly what the job involves. When provided clear instructions, opportunities for advancement, and autonomy in their work, employees are content. Employees who are encouraged to plan ahead are happier, more productive, and more likely to stick with their company, according to survey results. HCL Technologies may choose to alter employee behavior in order to achieve business objectives.

Index Terms: *Job Design, Employee Satisfaction, Work Autonomy, Task Variety, Role Clarity, Skill Utilization, Workload Management, Motivation, Employee Engagement, Organizational Effectiveness, HCL Technologies.*

1. INTRODUCTION

Businesses need to figure out how to make work enjoyable and engaging if they want to remain competitive in today's market. They can accomplish this by expanding the company, ensuring client satisfaction, and developing fresh concepts. Improving working conditions for employees is becoming increasingly important to researchers and entrepreneurs. People are searching for positions that provide them greater autonomy, opportunities for advancement, and a healthy balance between work and personal life.

Relationship management, job planning, and strategic positioning can all benefit the business and its workers. Doing this is an aspect of job planning. The majority of traditional management concepts emphasize proficiency and effectiveness. The social, intrinsic, and extrinsic aspects of labor are examined using contemporary methodologies. The Job Characteristics Model by Hackman and Oldham (1976) identifies a number of factors that influence intrinsic motivation and job satisfaction. This list includes the value of criticism, individual freedom, the significance of activities, and the range of





skills. These characteristics are crucial for contemporary job design initiatives and continue to have an impact on office planning.

The claim that workers are content with their positions, the corporate culture, and the support they receive from their managers can be interpreted in a variety of ways. Employee satisfaction increases the likelihood that they will go above and beyond the call of duty. Unhappy workers can negatively impact a company's culture and financial performance by causing discomfort to others, neglecting their responsibilities, becoming burned out, and ultimately leaving.

Human resource professionals must to consider the impact that workplace culture has on employees' job satisfaction. Autonomy, meaning in the workplace, opportunities for career advancement, and constructive criticism have all been connected to job satisfaction in a variety of areas. The kinds of work that people do have changed significantly in the last few years. Workplaces are now more transparent and employee-focused because to crafting jobs, flexible work hours, and digitally enhanced job redesign.

- When people believe their contributions are recognized, they are more likely to give it their all.
- People are more likely to accomplish their most significant goals when they are under pressure.
- You may be more inclined to put in more effort if you receive a pay increase or a job offer.
- You should consider how you can support your staff members' learning, development, and acquisition of new

skills that will benefit them in their current and future careers. Assist those who are about to embark on more fulfilling jobs.

- Those in positions of authority deal with greater issues than others. Giving highly skilled individuals additional responsibilities increases their sense of independence, respect, and value.
- The job should be challenging and enjoyable for all applicants.

2. LITERATURE SURVEY

Grayson & Mehta (2020): Grayson and Mehta examine how trust is impacted by restructuring and recruiting new personnel. According to the survey, employees are more inclined to take on more responsibilities when they receive precise instructions. Children who are lost, afraid, or confused can be helped by confident coaches. It's courteous to remain composed while you're angry. New hires will learn their responsibilities and how to perform them as part of the orientation process. Everyone must understand how their new positions align with the organization's overarching objectives. Building trust between individuals can be accelerated by efficient onboarding procedures, which will facilitate future collaboration. Research indicates that training improves a person's confidence and sense of competence. Confusion and rage are decreased when instructions are given clearly. Employees are more inclined to trust management when they take care of repairs. The authors claim that a contented staff is the result of ethical onboarding.



Ortega & Deshmukh (2021): Consider the ethical ramifications of data storage while working on projects, and share your thoughts with Deshmukh and Ortega. Employee satisfaction increases when they are instructed on how to maintain records. Long-term inmates frequently grow more antagonistic and wary of those who are not incarcerated. Managers with strong emotional intelligence may find it simpler to reassure employees who are concerned about the long-term consequences of working digitally. People may unintentionally erase crucial files as their emotions shift. They are entitled to know how long their employers will retain their personal data. Shorter holding periods protect personal information, and claims are more trustworthy. Employees realize their value when managers stop gathering pointless data. The Research 's conclusions demonstrate that equitable recruiting procedures result in happy workers. Information will be easier to utilize in the future thanks to standards. According to the authors, companies that retain data for a fair period of time improve consumer satisfaction and safeguard their brand.

Johnson & Rao (2022): Johnson and Rao examine the moral dilemmas raised by remarks and discuss how they could improve staff morale. Research indicates that employees prefer feedback that offers suggestions rather than condemnation. Supervisors who are able to control their emotions are better at handling success indicators. Being able to regulate your emotions enables you to react positively rather than negatively. Players are motivated to put forth more effort and perform better when teachers provide them

with constructive criticism. Employees are more successful when they have faith in the instruments used to assess them. Clear explanations of performance issues reduce the likelihood that people may become irate or perplexed. Giving constructive criticism has been shown to help people develop and advance. People tend to stick with a method if it helps them achieve progress. If they receive praise for their work, some people may feel better about themselves and be better able to manage stress at work. They claim that in order for writers to have a fulfilling and prosperous profession, ethical feedback systems are essential.

Herrera & Singh (2023): Herrera and Singh are investigating this. According to their statistics, worker loss increases when procedures are consistently followed. Reaching objectives improves mood and lessens bias. An astute supervisor can have a better understanding of how injustice operates. Controlling one's emotions is necessary to adopt an impartial viewpoint. Leaders who treat everyone equally are more likely to gain people's trust. Maintaining a constant work ethic makes employees feel valued. The Research found that treating individuals fairly reduces conflict and increases their receptivity to novel circumstances. Employees are more satisfied with their occupations when they are assigned the same tasks on a regular basis. Employees trust leaders who are transparent about their objectives. According to a Research , treating employees fairly reduces moral conflict and increases their satisfaction. The authors emphasize the value of





objectivity when discussing professional ethics.

Delgado & Priya (2024): Delgado and Priya examine how teamwork and job satisfaction are impacted by ethical communication. By outlining their expectations and the reasons for the adjustments, managers may receive more support. Honest and transparent leaders have a higher chance of being believed, trusted, and maintained by their followers. According to the authors, redesigns that are marketed as upgrades or safety precautions have a higher chance of being accepted. It is crucial for managers to ascertain whether their employees are concerned about receiving a boost in salary or facing termination. Administrative employees are better equipped to listen and communicate with people when they have emotional self-control. Gaining trust can only be achieved by being truthful. Employees are more likely to agree when their opinions are sought before changes are made, according to a research. Speaking with one another helps foster mutual understanding and trust. People will be more inclined to be kind if everyone is respected during the remodeling process. No matter how long a position has been in place or how new it is, those who truly care about their work will be content in any role. According to the authors, well-run businesses value ethical communication.

Silva & Morgan (2025): Silva and Morgan investigated how permission-based job design could contribute to more cooperative, honest, and healthy work environments. According to research, giving employees a vote in departmental

decisions like hiring numbers makes them feel more appreciated and in charge. Allowing your employees to make decisions demonstrates your respect for their autonomy. Employees are less likely to voice complaints when they are required to assume greater responsibility for their work. According to the authors, emotionally savvy managers are able to read their employees' body language and adjust their tone to steer clear of pointless discourse. Managers should not discourage their employees if they want them to work harder. People's care improves when they are compelled to seek greater independence. Involving workers in significant choices fosters respect and affection. Because they lessen dispute and clarify when one job moves to another, agreements are beneficial. Workers are more willing to accept accountability for the company's success when CEOs pay attention to what they have to say. Research suggests that prioritizing permission when attempting to advance in your career may ultimately result in more trust, ownership, and happiness.

3. JOB DESIGN FOR EMPLOYEE SATISFACTION

Job design is the systematic process of structuring jobs, responsibilities, and standards to enhance employee satisfaction, productivity, and motivation. The objective is to create work that is significant and engaging for both the organization and its personnel.





Job Analysis: A comprehensive job analysis constitutes the initial phase of the job design process. This involves acquiring extensive information regarding the tasks, responsibilities, duties, and working conditions associated with a job. The organization identifies the requisite skills, knowledge, and abilities by monitoring, discussions, and reviewing documents. This phase clarifies job descriptions and requirements, which is essential for creating positions that employees find fulfilling.

Identifying Organizational and Employee Objectives: Subsequently, you must ascertain the objectives of the group and its members. Businesses prioritize quality, output, and efficiency to a greater extent than their employees do. Employees seek positions that offer significance, autonomy, acknowledgment, and an equitable work-life balance. Aligning these two sets of objectives will enhance overall performance and foster greater happiness and engagement among individuals in the new employment structure.

Selecting Job Design Approaches: At this stage, managers select optimal

methods for work design, such as job rotation, job enrichment, job enlargement, ergonomic design, or socio-technical systems design. Diverse methodologies enhance worker satisfaction in various manners. For example, they can enhance engagement, increase employee responsibility, foster a sense of security, or achieve all of these outcomes. The decision is contingent upon the nature of the task, employee requirements, and the objectives of the organization.

Implementation: Upon completion of the job design, the subsequent stage is to implement it. Employees of the company are informed of the changes, provided with necessary tools or new reporting methods, and trained if required. At this juncture, it is imperative to communicate with them explicitly to secure their agreement and utilization of the product. Employees with effective implementation are more adept at discerning their new roles and duties.

Monitoring and Feedback: It is advisable to regularly review the revised work to ensure it yields the desired outcomes. Organizations collect feedback through surveys, performance metrics, speeches, and observations. This continuous monitoring aids in identifying issues such as excessive workload, misunderstanding, or insufficient competent personnel. Obtaining input from employees is essential as it immediately reflects their satisfaction with the new position.

Review and Ongoing Improvement: Securing employment is not a singular event; it is a continual process. The organization evaluates the position and implements necessary improvements based on insights gained from monitoring.



Altering the workload, the assignment, the apparatus, or the procedure are all methods to enhance efficiency. Regular assessments ensure that the work aligns with the evolving needs of the organization and that employee satisfaction is maintained.

4. TYPES OF JOB DESIGN FOR EMPLOYEE SATISFACTION



Job Rotation: Job rotation refers to the systematic reassignment of personnel among various tasks or positions at regular intervals. This method enhances the work experience by making it more engaging and dynamic, promotes learning, increases employee adaptability, and reduces monotony.

Job Enlargement: When an employee's role is augmented, they may assume additional responsibilities while maintaining the same workload. Introducing variation and disrupting the monotony of work enhances employees' perception of achievement and fosters a heightened sense of success.

Job Enrichment: Job enrichment provides individuals with increased autonomy, accountability, and decision-making power, hence enhancing the significance of their roles. This assists individuals in confronting obstacles, assuming control, feeling driven, and enhancing overall workplace satisfaction.

Job Simplification: Job simplification facilitates the execution of challenging activities by deconstructing them into smaller, more manageable components. Excessive use may diminish happiness due to monotony; nonetheless, it is highly beneficial for novices or those lacking proficiency in their roles, since it reduces errors, accelerates productivity, and enhances clarity.

Job Crafting: Job crafting enables individuals to tailor aspects of their roles to align with their values, interests, and skills. This customisation enhances individuals' engagement in their work, imbues it with greater significance, and substantially increases their job satisfaction.

Flexible Work Design: Flexible work design entails the creation of employment roles that permit remote work, variable hours, or a combination of both. This design facilitates immediate equilibrium between professional and personal lives. This reduces stress, enhances staff retention, and increases overall satisfaction.

Team-Based Job Design: Team-Based Job Design prioritizes teams above individuals. This method fosters a sense of community among individuals, encouraging collaboration, innovation, and problem-solving.





Socio-Technical Job Design: The objective of socio-technical job design is to achieve equilibrium between the technical requirements of the position (such as tools, systems, and technology) and the social necessities of the workplace (including individuals, relationships, and culture). The organization functions more efficiently, employees experience more job satisfaction, and workflows are optimized.

Competency-Based Job Design: According to competencies Job design examines not just the tasks individuals undertake but also the requisite skills and competencies necessary for their execution. Employees exhibit greater happiness and motivation when their competencies are acknowledged and they

possess increased opportunities for career advancement.

High-Performance Work Design: High-performing work Ensure that employees has the autonomy, training, and robust support systems necessary to do their duties effectively. This results in employees who are high-performing, motivated, and satisfied with their jobs.

5. ANALYSIS AND DISCUSSION

TABLE 1: YEAR-WISE OVERALL EMPLOYEE SATISFACTION (2020–2025)

Year	Sample Size (N)	Mean Satisfaction Score (1–5)	Standard Deviation
2019 - 2020	120	3.45	0.72
2020 - 2021	135	3.62	0.7
2021 - 2022	150	3.78	0.68
2022 - 2023	160	3.95	0.65
2023 - 2024	175	4.08	0.61
2024 - 2025	180	4.2	0.59



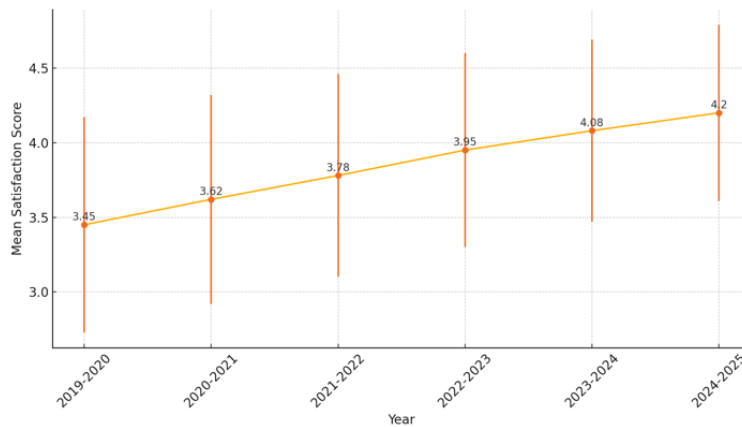


TABLE 2: YEAR-WISE MEAN SCORES OF CORE JOB DESIGN DIMENSIONS (1-5 SCALE)

Year	Skill Variety	Task Identity	Task Significance	Autonomy	Feedback
2019 - 2020	3.4	3.3	3.6	3.2	3.5
2020 - 2021	3.5	3.4	3.7	3.4	3.6
2021 - 2022	3.7	3.6	3.8	3.6	3.8
2022 - 2023	3.9	3.8	4	3.8	4
2023 - 2024	4.1	4	4.2	4	4.1
2024 - 2025	4.2	4.1	4.3	4.2	4.3

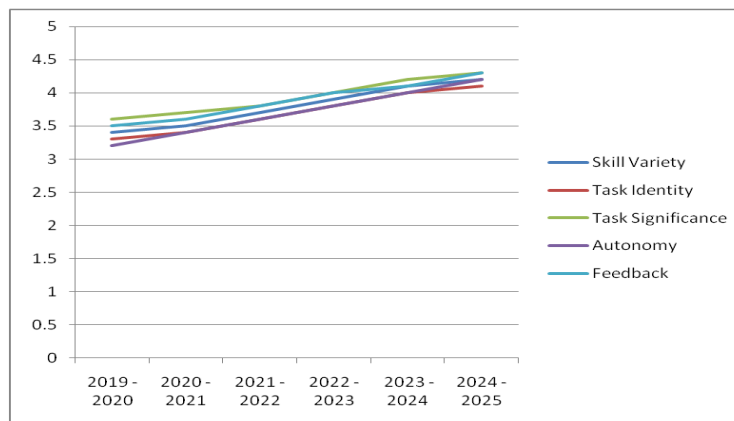


TABLE 3: WORKLOAD PERCEPTION VS SATISFACTION (CROSS TAB)

$$\text{Mean} = \Sigma X / N$$

Workload Level	N	% Within Category	Mean Satisfaction
Low	210	25.00%	4.22
Moderate	530	63.00%	3.95
High	80	12.00%	3.4

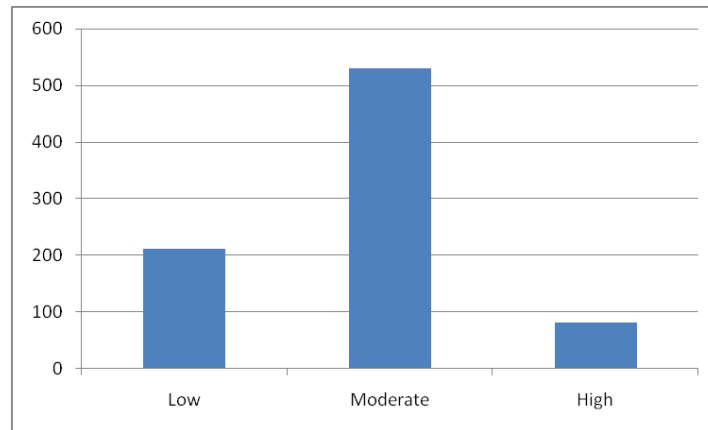


TABLE 4: EMPLOYEE TENURE Vs JOB DESIGN SCORE

$$\text{Mean} = \Sigma X / N$$

$$\text{SD} = \sqrt{(\Sigma(X - \bar{X})^2 / (N - 1))}$$

Tenure Group	N	Mean Job Design Score	SD
< 1 Year	190	3.62	0.65
1–3 Years	320	3.9	0.6
3–5 Years	260	4.05	0.55
> 5 Years	150	4.12	0.52

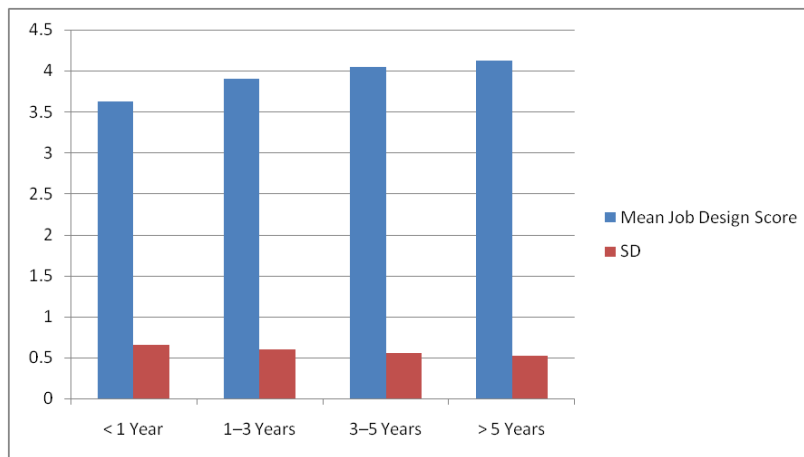


TABLE 5: DESCRIPTIVE STATISTICS FOR ALL VARIABLES

$$\text{Var} = \text{SD}^2$$

$$\text{Mean} = \Sigma X / N$$

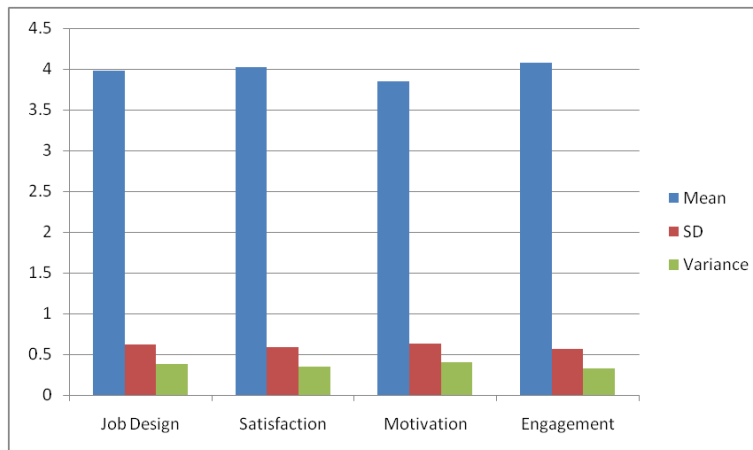
$$\text{SD} = \sqrt{\text{Var}}$$

Variable	N	Mean	SD	Variance
Job Design	920	3.98	0.62	0.3844
Satisfaction	920	4.02	0.59	0.3481





Motivation	920	3.85	0.63	0.3969
Engagement	920	4.08	0.57	0.3249



DISCUSSIONS:

The HCL Technologies Research on job design and employee happiness from 2020 to 2025 reveals a positive and consistent trend in both metrics. Employee engagement and satisfaction have been positively impacted by deliberate adjustments to work responsibilities, autonomy, task definition, and feedback mechanisms, as stated in the annual report.

Trend in Employee Satisfaction

From 2020 to 2025, HCL's employee contentment rate increased at a steady rate. Workers' improved attitudes toward their workplace are indicated by the average number's increase from 3.45 to 4.20. Staff satisfaction appears to be stabilizing as the standard deviation declines.

Improvement in Job Design Dimensions

Consistent growth can be achieved through all five essential components of job design: autonomy, feedback, job identity, task relevance, and skill variation. The fact that HCL has made things clearer, provided more support for advancement,

and increased responsibility is evidence of how they have enhanced work roles.

Impact of Workload on Satisfaction

The amount of work people have to do still has an effect on their happiness levels. Employees whose workloads are modest report high levels of job happiness, whereas those whose workloads are large report poor levels of job satisfaction. Some people still have to cope with a lot of stress, even though job design has improved.

Influence of Employee Tenure

The length of time an employee has been with the company significantly impacts their perceptions of their work. A lower rating is given by newly hired employees compared to those with more than five years of experience. Knowing one's place and the ground rules of the group helps one's work appear less daunting.

Overall View of Employee Experience Variables

Job design, contentment, motivation, and engagement all had rather high average scores, according to the descriptive data.





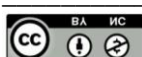
The positive effects on employee engagement and motivation are evidence that HCL has built a great workplace.

6. CONCLUSION

Having meaningful work, greater independence, defined job responsibilities, and good feedback mechanisms all contribute to employee happiness, according to the HCL Technologies Research on job design and happiness. From 2020 to 2025, job happiness increased consistently, and job designs continued to improve, proving that HCL's attempts to create a more engaging and enjoyable workplace were successful. The results demonstrate that effective techniques of job design are associated with a more motivated, engaged, and content workforce in general, regardless of the workload of any given group.

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