

**Employee Driven Practices and Their Influence of Job Stability and Perceived
Recognition among IT Employees at Technopark, Thiruvananthapuram**

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CHAPTER-1
INTRODUCTION

1.1 ABSTRACT

The Information Technology (IT) sector has become one of the fastest-growing industries, where employee participation and involvement play a significant role in organizational success. Employee-Driven Practices encourage employees to actively participate in decision-making, share ideas, take initiative, and contribute to organizational development. These practices are believed to influence employees' perceptions of Job Stability and Perceived Recognition, which are important factors in improving employee motivation, commitment, and workplace effectiveness. This study examines the influence of Employee-Driven Practices on Job Stability and Perceived Recognition among IT employees at Technopark, Thiruvananthapuram. Using a quantitative research approach, the study analyses the relationship between Employee-Driven Practices, Job Stability, and Perceived Recognition. The findings aim to provide valuable insights into how Employee-Driven Practices influence employees' perceptions of job stability and recognition, contributing to a better understanding of employee experiences in the IT sector.

1.2 Introduction

In the contemporary business environment, organizations are increasingly recognizing the importance of employee involvement, initiative, and proactive behavior in achieving sustainable growth and performance. The role of employees has expanded beyond the completion of routine tasks, as organizations now expect them to contribute ideas, participate in decision-making, share knowledge, solve problems independently, and support continuous improvement within the workplace. These behaviors, often described as employee-driven practices, are especially significant in knowledge-intensive industries such as information technology, where innovation, adaptability, and collaboration are essential for success. In this context, employee-driven practices have emerged as a crucial element in shaping organizational effectiveness and employee experience. The present

study focuses on the influence of employee-driven practices on job stability and perceived recognition among IT employees at Technopark, Trivandrum. Technopark, one of the major IT hubs in Kerala, provides a dynamic and competitive environment where employees are expected to perform efficiently while also adapting to changing technological and organizational demands. In such a setting, employees who take initiative and actively contribute to workplace improvement may experience better outcomes in terms of security, appreciation, and overall satisfaction. Therefore, understanding the relationship between employee-driven practices and these outcomes is highly relevant in today's employment context. Employee-driven practices refer to the self-initiated actions and positive behaviors of employees that contribute to organizational goals. These practices include taking responsibility beyond assigned duties, offering suggestions for improvement, learning new skills, sharing knowledge with colleagues, and showing commitment toward work quality and team success. Such behaviors are valuable because they reflect a sense of ownership and responsibility toward the organization. Employees who engage in these practices often become more visible within the organization and may be seen as proactive contributors to progress and innovation. Job stability is another important aspect of employee experience. It refers to the perception that one's employment is secure and likely to continue over time. In a competitive and rapidly changing sector like IT, employees may experience uncertainty due to restructuring, technological changes, performance expectations, and market conditions. In such situations, employee-driven practices may help strengthen the employee's position within the organization by demonstrating value, reliability, and adaptability. When employees consistently contribute to organizational success, they may feel more confident about their long-term employment prospects. Thus, job stability is not only linked to the nature of the organization but also to the behavior and engagement level of employees themselves.

Perceived recognition is equally important in understanding employee motivation and workplace satisfaction. It refers to the extent to which employees feel that their efforts, achievements, and contributions are acknowledged and appreciated by the organization.

Recognition can come in many forms, including appreciation from supervisors, feedback from colleagues, opportunities for growth, or informal acknowledgment of good work. Employees who feel recognized are generally more motivated, committed, and satisfied with their jobs. In contrast, a lack of recognition can reduce morale and weaken organizational attachment. For this reason, perceived recognition is considered a key factor in maintaining a positive and productive workforce. The significance of employee-driven practices becomes even more apparent when examined in relation to job stability and perceived recognition. Employees who actively engage in improvement-oriented behavior may not only contribute to organizational efficiency but also build a stronger sense of belonging and value within the workplace. Their participation can create positive impressions among managers and team members, which may lead to increased appreciation and better employment-related confidence. In this way, employee-driven practices may serve as a bridge between individual effort and organizational response, influencing how employees experience their work environment. This study is particularly relevant because the literature often examines employee engagement, job stability, and recognition as separate concepts, while fewer studies have explored their combined relationship. There is a need to understand how proactive employee behavior affects both the security and appreciation that employees perceive in their workplace. By addressing this gap, the present research contributes to a deeper understanding of employee behavior in the IT sector and provides practical insights for organizational development. The IT industry is known for its fast-paced nature, high performance expectations, and constant need for innovation. Employees in this sector must continuously update their skills, collaborate effectively, and respond quickly to changing requirements. In such an environment, organizations benefit greatly from employees who do not wait for instructions but instead take initiative and actively support progress. At the same time, employees also seek stability and recognition, which are important for maintaining motivation and long-term commitment. Studying these factors together offers a more complete picture of the employee experience in the modern workplace. Technopark, Trivandrum, serves as an ideal setting for this research because

it houses a large number of IT professionals working in diverse organizational cultures and job roles. Employees in such a hub are likely to experience a mix of opportunities and challenges related to performance, recognition, and employment security. Exploring their perceptions can help identify whether employee-driven practices contribute positively to their workplace experiences. The findings may also help organizations understand how to build a more supportive environment that encourages initiative and rewards meaningful contribution. In addition, this study has practical value for employers, managers, and human resource professionals. By identifying the role of employee-driven practices in shaping job stability and perceived recognition, organizations can design better workplace policies that promote participation, learning, and employee appreciation. This may include encouraging open communication, providing opportunities for skill development, recognizing proactive behavior, and creating a culture that values employee input. Such strategies can improve morale, reduce turnover intentions, and strengthen organizational commitment.

1.3 Background of the Study

The Information Technology (IT) industry is one of the fastest-growing sectors in India and plays a significant role in economic development, innovation, and employment generation. As the industry continues to evolve due to rapid technological advancements and increasing global competition, organizations are placing greater emphasis on creating a work environment that encourages employee participation, innovation, and long-term commitment. In such a competitive environment, organizations recognize that their employees are valuable assets whose contributions directly influence organizational success. Employee-Driven Practices (EDP) refer to organizational practices that encourage employees to actively participate in decision-making, express their ideas, take initiative, solve problems independently, and contribute to organizational improvement. These practices empower employees by providing opportunities to participate in workplace activities beyond their routine responsibilities. When employees are

encouraged to contribute their ideas and actively engage in organizational processes, they are more likely to feel valued, motivated, and committed to their organization.

Two important outcomes associated with employee-driven practices are Job Stability and Perceived Recognition. Job Stability refers to employees' perception of the security and continuity of their employment within an organization. Employees who feel secure in their jobs are generally more confident, motivated, and committed to achieving organizational goals. On the other hand, Perceived Recognition refers to employees' perception that their efforts, contributions, and achievements are acknowledged and appreciated by their supervisors and the organization. Recognition plays an important role in enhancing employee motivation, job satisfaction, organizational commitment, and overall work performance. The IT sector is characterized by continuous technological changes, project-based work, demanding deadlines, and intense competition for skilled professionals. Employees are expected to continuously upgrade their skills, adapt to changing technologies, and contribute innovative ideas to improve organizational performance. In such an environment, organizations need to implement employee-driven practices that promote participation, encourage innovation, and create a positive workplace culture where employees feel recognized and secure in their jobs.

Technopark, Thiruvananthapuram, is India's first and one of the largest Information Technology parks, housing numerous national and multinational IT companies. It provides employment opportunities to thousands of IT professionals working in diverse domains such as software development, information technology services, business process management, artificial intelligence, and digital solutions. Due to the dynamic nature of work in Technopark, understanding how employee-driven practices influence employees' perceptions of job stability and recognition has become increasingly important for organizations seeking to improve employee engagement and retain skilled talent.

1.4 Statement of the Problem

In the modern IT workplace, employees are expected to do more than complete routine tasks. They are increasingly required to take initiative, share knowledge, develop their skills, support colleagues, and contribute ideas that improve organizational performance. These employee-driven practices can influence how employees experience their work environment, especially in terms of job stability and perceived recognition.

However, in many organizations, the relationship between employee-driven practices and these outcomes is not fully understood. While some employees actively participate in workplace improvement, others may not experience the same level of job security or appreciation. In the context of IT employees at Technopark, Thiruvananthapuram,, it is important to examine whether employee-driven practices contribute to a stronger sense of job stability and recognition.

Although previous studies have examined employee engagement, recognition, and job stability separately, limited research has focused on their combined influence among IT employees. This creates a gap in understanding how proactive employee behavior affects both job security and the feeling of being valued in the workplace. Therefore, this study seeks to investigate the influence of employee-driven practices on job stability and perceived recognition among IT employees at Technopark, Thiruvananthapuram,.

1.5 Significance of the Study

This study is significant because it helps explain how employee-driven practices influence job stability and perceived recognition among IT employees at Technopark, Trivandrum. The findings will show whether employees who take initiative, share ideas, develop skills, and support colleagues experience better workplace security and appreciation.

The study will also contribute to the existing body of knowledge by linking employee-driven practices with two important employee outcomes, namely job stability and

perceived recognition. Since these factors are often studied separately, this research provides a more focused understanding of how proactive employee behavior affects the workplace experience in the IT sector.

From a practical point of view, the study will be useful to employers, managers, and human resource professionals. It may help them understand the importance of encouraging employee participation, recognizing employee efforts, and creating a work culture that supports initiative and innovation.

The study is also valuable for employees because it highlights the importance of active involvement in workplace activities. When employees contribute beyond their formal duties, they may feel more valued, more motivated, and more confident about their future in the organization.

1.6 Objective of the Study

General Objective:

This study is to examine the influence of employee-driven practices on job stability and perceived recognition among IT employees at Technopark, Thiruvananthapuram,.

Specific Objectives:

1. To Measure the level of Employee Driven practices followed by IT employees at Technopark Thiruvananthapuram,.
2. To examine the relationship between Employee Driven practices and Job Stability among IT employees.
3. To Identify the influence of employee driven practices on employees perceived recognition in the IT employees at Tecnopark, Thiruvananthapuram,.

1.7 Definition of Concepts

1. Employee-Driven Practices

Theoretical Definition:

Employee-driven practices refer to the proactive and self-initiated behaviors of employees that contribute to the smooth functioning and improvement of an organization. These practices include taking initiative, sharing knowledge, suggesting improvements, learning new skills, solving problems independently, and supporting team members. They reflect the extent to which employees go beyond their formal job duties to contribute positively to the workplace.

Operational Definition:

In this study, employee-driven practices are measured by the responses of IT employees at Technopark, Trivandrum, through a structured questionnaire using a 5-point Likert scale. The scale assesses the level of employee participation in activities such as suggesting improvements, taking initiative, helping colleagues, sharing ideas, and developing job-related skills.

2. Job Stability

Theoretical Definition:

Job stability refers to the sense of security an employee feels regarding the continuity of employment in an organization. It represents the confidence that an employee will retain their job over time without fear of sudden unemployment or uncertainty. Job stability is

often influenced by organizational policies, employee performance, workplace conditions, and the overall employment environment.

Operational Definition:

In this study, job stability is measured through the respondents' level of agreement with statements related to job security, continuity of employment, confidence in remaining with the organization, and overall stability of their position. Responses are collected using a 5-point Likert scale from IT employees at Technopark, Trivandrum.

3. Perceived Recognition

Theoretical Definition:

Perceived recognition is the extent to which employees believe that their efforts, achievements, and contributions are noticed, appreciated, and valued by the organization. It includes both formal and informal forms of acknowledgment such as praise, appreciation, feedback, and respect from supervisors and colleagues. Recognition plays an important role in increasing employee motivation, satisfaction, and commitment.

Operational Definition:

In this study, perceived recognition is measured using a 5-point Likert scale questionnaire that examines how strongly employees feel that their work is acknowledged, appreciated, and valued by the organization. The responses of IT employees at Technopark, Trivandrum are used to assess this variable.

1.7 Chapterization

This dissertation is presented in five chapters as below

Chapter 1 – Introduction, Background of the Study, Statement of the Problem, Significance of the Study, Objectives of the Study, Definition of Concepts, Chapterization

Chapter 2 – Introduction, Reviews, Research Gap, Conclusion

Chapter 3 – Introduction, Title of the Study, Research Design, Universe and Unit, Sampling, Research Data, Pre-test, Tools for Data Collection, Sources of Data, Data Collection, Data Analysis, Limitations of the Study

Chapter 4 – Data Analysis and Interpretation

Chapter 5 – Findings, Suggestions and Conclusion

CHAPTER-2
REVIEW OF LITERATURE

Introduction

Employee-driven practices have gained significant attention in organizational research due to their influence on employee engagement, productivity, innovation, and organizational effectiveness. These practices refer to employees' proactive involvement in decision-making, problem-solving, idea generation, and organizational improvement initiatives. In knowledge-intensive industries such as Information Technology (IT), employee-driven practices are particularly important because organizational success depends heavily on employee creativity, adaptability, and commitment. Job Stability and perceived recognition have emerged as critical outcomes associated with employee participation and involvement. Job Stability refers to an employee's ability to maintain productivity, motivation, and well-being over an extended period, while perceived recognition reflects employees' feelings of being valued and appreciated for their contributions.

International Studies

Employee-driven practices have become a central theme in organizational research because they capture the ways in which employees actively shape their work roles, contribute to decision-making, and participate in problem-solving and innovation. In knowledge-intensive sectors such as Information Technology, where creativity, adaptability, and intellectual engagement are critical, understanding how employee participation influences workplace outcomes is essential. The international literature offers a strong theoretical and empirical foundation for this understanding. Seminal studies by Kahn, Spreitzer, Eisenberger, Deci and Ryan, Harter and colleagues, Saks, Bakker and Demerouti, and Grant and Ashford explain how participation, empowerment, support, recognition, and proactive behavior are linked to engagement, motivation, commitment, productivity, creativity, and sustainable work performance. These works collectively show that employee-driven behavior is not merely an optional cultural

feature but a strategic mechanism through which organizations can strengthen performance and well-being simultaneously.

The international research base also highlights the psychological conditions that enable employees to participate effectively. When employees experience meaningfulness, safety, and availability in their roles, they are more likely to become fully engaged and invest their full selves in their work. When they feel empowered to make decisions and contribute ideas, they demonstrate higher levels of job satisfaction, motivation, and commitment. When they perceive that their organization values and supports them, they exhibit stronger loyalty and performance. When they experience autonomy, competence, and relatedness as basic psychological needs, they are more intrinsically motivated and more likely to engage in sustainable work behavior. These theoretical insights are reinforced by large-scale empirical evidence showing that employee engagement is strongly related to productivity, customer satisfaction, and overall organizational performance. They are further supported by studies showing that organizational support, rewards, and recognition are critical antecedents of engagement and proactive workplace behavior.

Kahn (1990): Psychological Conditions of Personal Engagement and Withdrawal at Work

Kahn's 1990 work is widely recognized as the foundational study that introduced the concept of employee engagement as a distinct psychological and behavioral phenomenon. In his classic study, Kahn argued that employees become fully engaged when they experience three core psychological conditions in their work roles: meaningfulness, safety, and availability. Psychological meaningfulness refers to the sense that one's work is worthwhile, valuable, and aligned with personal values. Psychological safety refers to the belief that one can express oneself, take risks, and contribute ideas without fear of negative consequences such as embarrassment, punishment, or rejection. Psychological availability refers to the extent to which individuals feel they have the

physical, emotional, and psychological resources necessary to engage fully in their work roles at a given time.

Kahn's conceptualization was groundbreaking because it shifted the focus from purely structural or managerial explanations of performance to the inner psychological experiences of employees. He proposed that engagement is not simply a matter of complying with role expectations but involves the active "harnessing of the self" to work roles. When employees are engaged, they express themselves physically, cognitively, and emotionally in their performance. They invest their energy, attention, and identity into their tasks and interactions. Conversely, when one or more of the three psychological conditions are absent, employees may disengage, withdraw psychologically, or perform only the minimum required.

This framework is highly relevant to employee-driven practices because participation and involvement directly affect the psychological conditions Kahn identified. When employees are invited to participate in decision-making, problem-solving, or idea generation, they are more likely to experience their work as meaningful because they see their contributions shaping outcomes. When organizations create forums where employees can speak up without fear of reprisal, they strengthen psychological safety. When they provide support, resources, and flexibility, they enhance psychological availability. In this way, employee-driven practices function as contextual conditions that enable engagement by satisfying the psychological prerequisites Kahn described.

Kahn's study also established the foundation for understanding how employee participation influences workplace outcomes. He showed that engagement is not just an internal state but has observable consequences in terms of role performance, quality of interactions, and willingness to go beyond formal job requirements. Engaged employees are more likely to demonstrate initiative, creativity, and persistence. They are more attentive to details, more responsive to coworkers and customers, and more willing to contribute to organizational improvement. This insight is particularly important in

knowledge-intensive industries where performance depends heavily on discretionary effort, problem-solving, and innovation.

The enduring influence of Kahn's work is evident in the way subsequent research has built upon his three psychological conditions. Many studies on empowerment, recognition, and supportive work environments implicitly or explicitly refer to meaningfulness, safety, and availability as key mechanisms through which employee-driven practices operate. For example, empowerment initiatives are often designed to increase meaningfulness by connecting tasks to larger organizational goals. Recognition programs are often designed to enhance safety by signaling that contributions are appreciated and that employees will not be penalized for trying new approaches. Resource-providing practices such as flexible scheduling, training, and supervisory support are designed to improve availability by ensuring that employees have the capacity to engage without being overwhelmed.

In the context of work sustainability and perceived recognition, Kahn's framework suggests that sustainable engagement is not possible without sustained attention to these psychological conditions. If employees are repeatedly asked to participate but then face criticism, ignored suggestions, or lack of resources, their sense of meaningfulness, safety, and availability will erode over time. This can lead to withdrawal, burnout, or cynicism, undermining the very goals that employee-driven practices are intended to achieve. Therefore, organizations must design participation systems not only to collect ideas but also to create genuine psychological conditions that support long-term engagement.

Spreitzer (1995): Psychological Empowerment as a Driver of Employee-Driven Behavior

Spreitzer's 1995 study on psychological empowerment extended the understanding of how employee-driven behavior is motivated and sustained. In her research, Spreitzer defined psychological empowerment as a motivational construct reflected in four cognitive dimensions: meaning, competence, self-determination, and impact. Meaning

refers to the degree to which an employee's work goals align with personal values and beliefs. Competence reflects the individual's belief in their ability to perform work tasks effectively. Self-determination refers to the sense of autonomy in initiating and regulating work actions. Impact refers to the belief that one can influence strategic, administrative, or operational outcomes at work.

Empathy between these dimensions and employee-driven practices is strong. When employees are empowered to make decisions and contribute ideas, they experience higher levels of all four dimensions. They see their work as meaningful because they can connect their tasks to larger purposes. They feel more competent because they are trusted to exercise judgment. They experience greater self-determination because they have discretion over how to approach their work. They feel a stronger sense of impact because they observe that their actions shape outcomes. This cluster of psychological experiences fosters higher levels of job satisfaction, motivation, and organizational commitment.

Spreitzer's study highlighted empowerment as a key driver of employee-driven behavior. Empowered employees are more likely to take initiative, propose improvements, and actively seek opportunities to enhance their work processes. They are more willing to engage in proactive behaviors such as problem-solving, innovation, and collaboration. This is particularly important in knowledge-intensive industries where static, top-down control is insufficient to manage complex and changing tasks. In such environments, employees must be able to respond quickly, adaptively, and creatively to new challenges. Psychological empowerment provides the motivational foundation for this kind of behavior.

The study also emphasized that empowerment is not merely a managerial technique but a psychological state that emerges from the interaction between individual perceptions and organizational conditions. Organizational structures that give employees voice, discretion, and access to information tend to strengthen psychological empowerment. Conversely, highly centralized, restrictive, or punitive environments tend to weaken it.

This insight is crucial for designing employee-driven practices. Participation systems must be genuine and meaningful, not symbolic, if they are to produce empowerment. Employees must feel that their input is valued, that they have real influence, and that their contributions can lead to tangible outcomes.

In terms of work sustainability and perceived recognition, Spreitzer's work suggests that empowerment is closely linked to both. When employees feel empowered, they are more likely to experience their work as sustainable because they have control over how they manage their tasks and challenges. They are also more likely to feel recognized because empowerment signals that the organization trusts and values their capabilities. Conversely, when employees feel disempowered, they may experience their work as draining and unrewarding, which can undermine both sustainability and perceived recognition.

Eisenberger et al. (1986): Perceived Organizational Support and the Role of Recognition

Eisenberger and colleagues (1986) introduced the concept of Perceived Organizational Support (POS), which has become one of the most influential frameworks for understanding how employees interpret organizational treatment. POS refers to employees' general belief that the organization values their contributions and cares about their well-being. This belief is shaped by a range of organizational practices, including fairness, supervisory support, rewards, recognition, and responsiveness to employee needs. When employees perceive high levels of organizational support, they tend to develop stronger emotional attachment to the organization, higher job satisfaction, improved performance, and reduced withdrawal behaviors.

Recognition is a central component of POS. When employees feel that their efforts and achievements are noticed and appreciated, they interpret this as a sign that the organization values them. This is particularly important in knowledge-intensive work where contributions are often intangible, such as ideas, problem-solving, collaboration,

and innovation. Unlike routine tasks where output is easily measurable, knowledge work relies heavily on discretionary effort and intellectual input. Recognition helps make these contributions visible and validates the employee's role in the organization.

Eisenberger et al. found that employees who believe their contributions are valued by the organization exhibit stronger commitment, higher job satisfaction, and improved performance. This relationship is explained by the norm of reciprocity, which suggests that when employees feel supported, they feel obligated to reciprocate by investing more effort, showing loyalty, and engaging in behaviors that benefit the organization. This is particularly relevant for employee-driven practices because participation systems are not just about collecting ideas but also about signaling that employees are valued members of the organization.

In the context of work sustainability and perceived recognition, POS provides a strong theoretical explanation for why recognition matters. When employees perceive that their organization supports them, they are more likely to maintain motivation and well-being over time. They feel less threatened by job demands because they trust that the organization will help them manage challenges. This reduces the risk of burnout and supports long-term sustainability. At the same time, perceived recognition reinforces the sense of being valued, which strengthens commitment and engagement.

Their research demonstrated that workplaces encouraging employee initiative and participation promote greater motivation, well-being, and sustainable work behavior. When employees have autonomy in how they approach their tasks, they are more intrinsically motivated and more likely to engage deeply. When they experience competence through challenge, feedback, and skill development, they feel more effective and confident. When they experience relatedness through supportive relationships and teamwork, they feel more connected to the organization and its people.

In the context of employee-driven practices, SDT suggests that participation systems should be designed to support these three needs. Autonomy-supportive practices give

employees discretion and choice. Competence-supportive practices provide feedback, training, and opportunities for growth. Relatedness-supportive practices foster collaboration, team cohesion, and inclusive

Saks (2006): Organizational Support, Recognition, and Employee Engagement

Saks (2006) investigated the antecedents and consequences of employee engagement and concluded that organizational support, rewards, and recognition significantly influence engagement levels. Employees who receive adequate recognition are more likely to demonstrate proactive workplace behaviors. This study reinforces the importance of recognition as a mechanism through which employee-driven practices produce positive outcomes.

Bakker and Demerouti (2007): Job Demands-Resources Model and Sustainable Work Environments

Bakker and Demerouti (2007) proposed the Job Demands-Resources (JD-R) model, which explains how job demands and resources interact to shape engagement and burnout. Job resources such as autonomy, recognition, and supervisory support positively influence employee engagement and reduce burnout. Their findings emphasized the importance of sustainable work environments where demands are balanced with adequate resources.

Grant and Ashford (2008): Proactive Work Behavior and Organizational Innovation

Grant and Ashford (2008) studied proactive work behavior and found that employees who actively seek opportunities, suggest improvements, and take initiative contribute significantly to organizational effectiveness and innovation. This study highlights the role of employee-driven behavior as a driver of continuous improvement and creativity.

Meyer and Allen (1991): Organizational Commitment and Job Stability

Meyer and Allen (1991) developed the Three-Component Model of Organizational Commitment to explain the different forms of commitment that influence employees' decisions to remain with an organization. The model consists of affective commitment (employees remain because they are emotionally attached to the organization), continuance commitment (employees remain because of the perceived costs of leaving), and normative commitment (employees remain because they feel a sense of obligation or loyalty toward the organization). The study highlighted that organizational commitment is a significant predictor of employee retention and long-term employment. The authors found that employees with strong affective commitment are more enthusiastic, motivated, and willing to contribute beyond their formal job responsibilities. Such employees actively participate in organizational activities, collaborate effectively with colleagues, and demonstrate greater dedication to achieving organizational goals. Continuance commitment encourages employees to remain with the organization because they value the benefits, career opportunities, and security associated with their employment, while normative commitment develops through positive organizational culture, trust, and supportive management practices. The study further emphasized that organizational practices such as employee participation, fair performance appraisal, career development opportunities, supervisor support, and employee recognition strengthen organizational commitment. Employees who perceive that their contributions are appreciated and rewarded develop stronger trust in the organization and greater confidence in their future employment. As a result, they are less likely to leave the organization and exhibit lower turnover intentions, thereby enhancing job stability.

The authors concluded that organizations should focus on building a supportive work environment that encourages employee involvement, recognizes employee contributions, and provides opportunities for professional growth. These practices not only improve organizational commitment but also strengthen employees' confidence in long-term

employment and promote higher levels of retention. The findings are highly relevant to the present study because employee-driven practices, such as participation, initiative, and involvement, together with perceived recognition, contribute to stronger organizational commitment, which ultimately enhances job stability.

Studies based in India

The Indian context of employee-driven practices, employee engagement, recognition, and work sustainability has been explored through a growing body of research that builds on international theoretical foundations while addressing the unique cultural, organizational, and institutional characteristics of Indian workplaces. Indian studies have examined how employee involvement, participation, recognition, empowerment, career development, and supportive workplace policies influence commitment, motivation, job satisfaction, performance, retention, and well-being across various sectors, with particular emphasis on the Information Technology (IT) and IT-enabled services (ITES) industries. These industries are characterized by high skill requirements, intense competition for talent, project-based work, demanding deadlines, and rapid technological change, making employee-driven practices especially critical for sustaining performance and retaining skilled professionals. The Indian research base demonstrates that employee-driven practices are not simply imported Western concepts but are deeply relevant to Indian organizational contexts. Cultural values such as collectivism, respect for hierarchy, importance of interpersonal relationships, and emphasis on family and social obligations shape how employees experience participation, recognition, and support. At the same time, the rapid professionalization of the Indian workforce, rising aspirations, increasing exposure to global work practices, and growing emphasis on work-life balance have created new expectations among employees regarding their treatment, voice, and development within organizations. Indian studies have captured these dynamics by examining how employee involvement, recognition, and supportive policies interact with cultural and contextual factors to produce workplace outcomes.

Bhatnagar (2007): Talent Management, Employee Engagement, and Recognition in Indian IT Organizations

Bhatnagar's 2007 study on talent management and employee engagement in Indian IT organizations is one of the most frequently cited works in the Indian literature on employee engagement and retention. The study examined how talent management practices, including employee involvement, career development opportunities, and recognition, influence employee commitment and retention in the highly competitive IT sector. Bhatnagar found that employee involvement in decision-making, access to career development pathways, and systematic recognition of contributions significantly improve employee commitment and reduce turnover intentions. The study highlighted recognition as a critical factor in retaining skilled IT professionals, emphasizing that recognition is not merely a supplementary HR activity but a core component of talent management strategy. The Indian IT sector is characterized by intense competition for skilled talent, high mobility of employees, and significant costs associated with attrition. In this context, organizations that fail to engage and retain skilled professionals face substantial challenges in maintaining productivity, project continuity, and client relationships. Bhatnagar's study demonstrated that talent management practices that actively involve employees, provide clear career development opportunities, and systematically recognize contributions create stronger emotional attachment to the organization and reduce the likelihood of employees seeking opportunities elsewhere. Employee involvement signals that the organization values their input and trusts them to contribute to organizational success. Career development opportunities signal that the organization is invested in their long-term growth and future. Recognition signals that their contributions are noticed, appreciated, and valued in the present. Recognition emerged in Bhatnagar's study as particularly important for retaining skilled IT professionals. This finding is consistent with international research on perceived organizational support and psychological empowerment, but it also reflects the specific context of Indian IT work. In the Indian IT sector, where employees often work under high pressure, long hours, and demanding

client expectations, recognition serves as a critical source of motivation and validation. It helps employees feel that their efforts are meaningful and that they are being treated fairly relative to their contributions. When recognition is absent or inconsistent, employees may feel undervalued, leading to dissatisfaction, disengagement, and ultimately, attrition. Bhatnagar's study also emphasized the importance of integrating recognition into broader talent management systems rather than treating it as an isolated activity. Recognition is most effective when it is linked to clear performance criteria, communicated transparently, delivered consistently, and aligned with other HR practices such as career development, compensation, and promotion. When recognition is perceived as arbitrary, unfair, or disconnected from actual contributions, it can lose its motivational impact and even create resentment. Therefore, organizations must design recognition systems that are credible, fair, and visible to employees across all levels.

The implications of Bhatnagar's findings for work sustainability are significant. In the Indian IT sector, where burnout and stress are common due to high job demands, recognition and involvement contribute to sustainable work performance by helping employees maintain motivation and well-being over time. When employees feel involved, developed, and recognized, they are more likely to view their work as meaningful and sustainable, even under challenging conditions. This reduces the risk of exhaustion, cynicism, and withdrawal, which are common precursors to burnout. Bhatnagar's study thus provides strong empirical support for the view that employee-driven practices, particularly involvement and recognition, are essential for sustaining both individual well-being and organizational performance in the Indian IT context.

Saini and Budhwar (2008): Human Resource Management Practices, Employee Participation, and Organizational Performance

Saini and Budhwar's 2008 study explored human resource management (HRM) practices in Indian organizations and examined how employee participation and supportive workplace policies contribute to employee motivation and organizational performance.

The study was conducted across a range of Indian organizations and provided a broad perspective on how HRM practices shape workplace outcomes in the Indian context. The authors found that employee participation in decision-making, problem-solving, and improvement initiatives, combined with supportive workplace policies such as flexible working arrangements, training, and supervisory support, leads to higher levels of employee motivation and improved organizational performance.

The study emphasized that employee participation is not merely a mechanism for improving efficiency but also a way of building trust, commitment, and mutual respect between employees and organizations. When employees are given opportunities to participate in decisions that affect their work, they develop a stronger sense of ownership and responsibility. They are more likely to understand the rationale behind organizational decisions, accept changes more readily, and contribute actively to implementation. This is particularly important in Indian organizations where hierarchical structures and power distance may traditionally limit employee voice. Saini and Budhwar's findings suggest that even in such contexts, participative practices can be introduced and sustained when they are supported by leadership commitment and aligned with organizational goals.

Supportive workplace policies also play a crucial role in enhancing motivation and performance. These policies include flexible working hours, leave policies that support work-life balance, training and development programs, and supervisory practices that emphasize coaching and support rather than control and punishment. When employees experience such support, they are more likely to feel that the organization cares about their well-being and is committed to helping them succeed. This strengthens their motivation to contribute to organizational goals and reduces the likelihood of disengagement or withdrawal.

The relationship between employee participation, supportive policies, and organizational performance documented by Saini and Budhwar is consistent with international research on high-performance work systems and employee-driven practices. However, the Indian

context adds important nuances. In Indian organizations, participation and support are often experienced through interpersonal relationships with supervisors and team leaders rather than through formal systems alone. The quality of the supervisor-employee relationship, the degree of openness and trust, and the extent to which supervisors actively encourage participation all influence how employees interpret and respond to participative practices. This highlights the importance of developing managerial capabilities that support participation and create psychologically safe environments where employees feel comfortable speaking up.

The implications of Saini and Budhwar's findings for work sustainability are clear. Participative practices and supportive policies create conditions in which employees can maintain motivation and performance over time without experiencing excessive strain or burnout. When employees feel supported and involved, they are more likely to view their work as sustainable and meaningful, even in demanding environments. This reduces the risk of exhaustion and disengagement and supports long-term retention and performance.

Joshi and Sodhi (2011): Recognition, Managerial Support, and Employee Commitment

Joshi and Sodhi's 2011 study examined the influence of recognition and managerial support on employee commitment and workplace engagement in Indian organizations. The study found that recognition and managerial support positively influence employee commitment and workplace engagement. Employees who receive appreciation for their contributions develop stronger emotional attachment to their organizations. This finding underscores the importance of recognition as a driver of affective commitment, which refers to the emotional bond between employees and their organization.

The study emphasized that recognition and managerial support are particularly important in the Indian context because of the cultural emphasis on interpersonal relationships, respect, and social approval. In Indian workplaces, employees often value recognition not only for its tangible benefits but also for its symbolic meaning. Recognition from

supervisors and managers is seen as a sign of respect and appreciation, which strengthens the employee's sense of belonging and identity with the organization. Managerial support, which includes empathy, guidance, accessibility, and responsiveness to employee concerns, further reinforces this sense of belonging and trust.

Joshi and Sodhi's findings also highlight the role of recognition in creating a positive emotional climate at work. When employees receive appreciation for their contributions, they experience positive emotions such as pride, satisfaction, and gratitude. These emotions, in turn, strengthen their commitment to the organization and motivate them to continue contributing effectively. This is consistent with broader psychological research showing that positive emotions enhance motivation, resilience, and well-being. In the context of work sustainability, recognition and managerial support help employees maintain positive emotional states even under challenging conditions, reducing the risk of burnout and withdrawal.

The study also suggested that recognition and managerial support are most effective when they are perceived as genuine and sincere. Employees are sensitive to the authenticity of recognition and can detect when it is delivered perfunctorily or as a manipulation tactic. Genuine recognition reflects a true appreciation of the employee's contributions and is delivered with warmth, specificity, and timeliness. Similarly, genuine managerial support reflects a sincere concern for the employee's well-being and development, not just a desire to extract higher performance. When employees perceive recognition and support as genuine, they are more likely to develop strong emotional attachment and commitment.

Sharma and Sharma (2015): Employee Engagement Practices in the Indian IT Sector Sharma and Sharma's 2015 study focused specifically on employee engagement practices in the Indian IT sector. The study examined how recognition, career advancement opportunities, and employee empowerment influence job satisfaction and performance among IT professionals. The authors found that recognition, career

advancement opportunities, and employee empowerment positively influence job satisfaction and performance. These findings are particularly relevant for the Indian IT sector, where employee engagement and retention are critical challenges due to high competition for talent and significant attrition rates.

Recognition emerged in the study as a key driver of job satisfaction and performance. IT professionals who feel recognized for their contributions report higher levels of satisfaction with their jobs and demonstrate better performance outcomes. This is consistent with Bhatnagar's earlier findings and reinforces the view that recognition is a critical component of engagement strategies in the Indian IT sector. Career advancement opportunities also play an important role because IT professionals are typically motivated by growth, learning, and skill development. When organizations provide clear pathways for career progression, employees feel that their long-term future is secure within the organization, which increases their commitment and motivation. Employee empowerment, which includes autonomy in decision-making, involvement in problem-solving, and opportunities to contribute ideas, was also found to positively influence job satisfaction and performance. Empowered IT professionals feel more in control of their work, more capable of influencing outcomes, and more connected to the organization's goals. This strengthens their motivation to perform well and contribute creatively to organizational success. The study thus highlights the interconnected nature of recognition, career development, and empowerment as drivers of engagement in the Indian IT sector. The implications of Sharma and Sharma's findings for work sustainability are significant. In the Indian IT sector, where employees often face high job demands, tight deadlines, and continuous learning requirements, engagement practices that combine recognition, career advancement, and empowerment help employees maintain motivation and well-being over time. These practices provide resources that buffer against job demands and reduce the risk of burnout. They also create a sense of purpose and direction that helps employees view their work as meaningful and sustainable.

Singh and Gupta (2015): Employee Participation, Workplace Recognition, and Organizational Commitment

Singh and Gupta's 2015 study examined organizational commitment among IT professionals and found a strong relationship between employee participation, workplace recognition, and employee commitment. The study emphasized the role of recognition in promoting employee satisfaction and loyalty. The authors argued that participation and recognition are not independent factors but work together to strengthen commitment. When employees participate in decision-making and their contributions are recognized, they develop a stronger sense of ownership and attachment to the organization.

The study highlighted that recognition plays a particularly important role in translating participation into commitment. Participation without recognition may not produce the same level of commitment because employees may feel that their contributions are taken for granted or ignored. Recognition validates participation and signals that the organization values employee input. This strengthens the emotional bond between employees and the organization and increases their willingness to remain committed over the long term. Singh and Gupta's findings also emphasized the importance of creating recognition systems that are fair, transparent, and consistent. When recognition is perceived as arbitrary or biased, it can undermine trust and commitment rather than strengthening them. Organizations must ensure that recognition criteria are clear, that recognition is distributed fairly across employees, and that recognition is delivered in a timely and meaningful manner. This is particularly important in the Indian IT sector, where employees are often highly sensitive to issues of fairness and equity.

Kundu and Lata (2017): Supportive Work Environments, Recognition, and Employee Retention

Kundu and Lata's 2017 study investigated supportive work environments and their impact on employee satisfaction, engagement, and retention. The study found that organizational support, recognition, and employee-friendly policies significantly improve

employee satisfaction, engagement, and retention. Supportive work environments are characterized by practices that demonstrate care for employee well-being, including flexible work arrangements, health and wellness programs, supportive supervision, and recognition systems.

The study emphasized that employee-friendly policies are particularly important in the Indian context, where employees often balance work responsibilities with family obligations and social expectations. Policies that support work-life balance, such as flexible hours, remote work options, and family-friendly leave policies, help employees manage competing demands and reduce stress. Recognition further enhances the positive impact of these policies by reinforcing employees' sense of being valued and appreciated.

Kundu and Lata's findings highlight the importance of integrating multiple supportive practices to create a comprehensive approach to employee engagement and retention. Organizations that invest in organizational support, recognition, and employee-friendly policies create environments where employees can thrive both professionally and personally. This strengthens satisfaction, engagement, and retention, contributing to long-term organizational sustainability.

Kerala based study

Nidish and Arumugam's 2025 study on performance appraisal systems in Kerala IT companies adds a critical HR systems perspective to the regional literature. Their findings suggest that fair evaluation and recognition mechanisms significantly improve employee engagement, commitment, and workplace motivation. This is a particularly important contribution because appraisal systems are often the formal context in which employees interpret how much the organization values them. If appraisal systems are perceived as fair, transparent, and development-oriented, they reinforce recognition and strengthen trust. If they are perceived as biased, unclear, or purely administrative, they can weaken motivation and reduce commitment.

The relevance of fair appraisal and recognition is especially high in IT firms because employees frequently work in collaborative, project-driven settings where individual contribution may not always be easily visible. Well-designed appraisal systems help make contributions visible and connect performance with feedback, growth, and recognition. In this way, recognition becomes institutionalized rather than occasional. This strengthens perceived justice and creates a more predictable motivational climate. From the standpoint of employee-driven practices, fair appraisal systems also encourage participation and initiative because employees are more likely to contribute ideas and effort when they believe these contributions will be evaluated fairly and acknowledged meaningfully.

Sumi K. V.'s 2019 study among software engineers in Technopark offered one of the most focused examinations of work-life balance in this regional IT hub. The study examined 200 software engineers and considered factors such as working hours, family responsibilities, and career growth in relation to work-life balance. Its central finding was that work-life balance significantly influences employee well-being and job satisfaction, and it emphasized that excessive workloads and long working hours can affect sustainable work performance. This is a crucial insight for Technopark organizations because it demonstrates that productivity and sustainability are not identical. High output achieved through prolonged pressure may not be maintainable over time if it damages employee well-being.

Sumi's study draws attention to the structural characteristics of IT work in Technopark. Software engineers often operate in deadline-oriented, high-intensity environments, where expectations around availability, coordination across time zones, and client responsiveness can extend work into personal life. When work encroaches too heavily on private time, employees may initially continue performing, but over time the strain can reduce satisfaction, energy, and emotional resilience. By identifying work-life balance as a significant influence on job satisfaction and well-being, the study supports the argument that employee-friendly scheduling and reasonable workload management are essential to

maintaining long-term performance in Technopark settings. Research involving IT employees in Technopark published in the Asian Journal of Management Research similarly found that work-life balance is positively associated with employee satisfaction and retention, and it recommended employee-friendly workplace policies to improve organizational outcomes. This finding reinforces the view that retention is not governed by salary and career prospects alone. Employees are more likely to remain in organizations when the overall work environment allows them to function sustainably as professionals and individuals. In a regional ecosystem like Technopark, where firms compete for skilled talent, the ability to provide a balanced and supportive work environment can become a key differentiator in attracting and retaining employees.

The theme of flexibility becomes even more prominent in the 2022 research on work from home and work-life balance among IT employees linked to Technopark. This work reported that flexible work arrangements positively influence employee satisfaction, well-being, and work sustainability. The importance of this finding lies in its timing and context. After the widespread shift toward remote and hybrid work, organizations had to rethink how employee performance, communication, and support could be managed outside conventional office settings. The research suggests that, when properly supported, work-from-home arrangements can enhance rather than weaken employee well-being and sustainability. Flexibility allows employees to manage time more effectively, reduce commuting strain, and integrate work with family responsibilities in ways that may support stronger long-term functioning.

However, the value of work-from-home and flexibility should not be interpreted simplistically. Flexible arrangements improve sustainability when they are accompanied by supportive structures such as clear communication, realistic expectations, access to resources, and trust-based management. Without these, remote work can blur boundaries and increase work encroachment into personal time. The Technopark-related findings therefore suggest that flexibility must be designed carefully. Employee-driven practices become especially relevant here because remote and hybrid work require higher levels of

self-management, initiative, communication, and mutual trust. Employees need autonomy, but they also need recognition and support to ensure that autonomy does not turn into isolation or overload.

The 2026 study by Remya R. Nair and C. Muthuvelayutham adds a further layer to the Technopark literature by examining organizational commitment and organizational citizenship behavior among Technopark employees. The study found that recognition, employee engagement, leadership support, and work-life balance positively influence employees' willingness to contribute beyond their formal job responsibilities. This is a significant finding because organizational citizenship behavior represents a deeper form of commitment in which employees voluntarily help coworkers, support organizational goals, and take initiative outside narrow role definitions. Such behaviors are highly valuable in IT organizations, where collaboration, adaptability, and extra-role contribution often determine the success of projects and teams.

The study's findings show that employees are more willing to go beyond formal job requirements when they experience a combination of recognition, engagement, leadership support, and balance. This reinforces a central insight from both international and Indian literature: sustainable and discretionary effort emerges when employees feel valued and supported, not simply managed. Recognition validates the employee's contributions, leadership support builds trust and safety, work-life balance protects well-being, and engagement strengthens emotional investment in the organization. Together, these conditions create a work environment in which employees are willing to contribute more than what is strictly required. This has major implications for Technopark organizations seeking innovation, agility, and strong team cooperation.

Recent reports and organizational discussions around Technopark also indicate a growing emphasis on employee engagement, flexibility, well-being, and recognition systems as ways of maintaining productivity and retaining skilled professionals. Technopark's own communication emphasizes culture of innovation, transparent communication,

recognition programs, and respect for work-life balance as key elements of employee engagement. While such sources are not substitutes for peer-reviewed research, they are useful in showing that the concerns identified in academic studies are also being reflected in practice-oriented discourse within the Technopark ecosystem. This suggests a convergence between research evidence and organizational strategy in the region.

Taken together, Kerala-based and Technopark-based studies present a coherent pattern. Supportive workplace practices, employee involvement, meaningful work, fair evaluation, flexibility, and recognition repeatedly emerge as factors that strengthen employee satisfaction, engagement, commitment, retention, and sustainable performance. These studies show that regional context matters: Kerala's social environment, family orientations, commuting realities, and evolving IT ecosystem influence how employees experience work and what they need from organizations. Yet the overall message is consistent with wider organizational theory—employees perform better and remain more committed when they are supported as people, not treated merely as units of output.

Another important contribution of these Kerala and Technopark studies is that they link employee-driven practices with both human and organizational outcomes. Employee involvement enhances performance and commitment; supportive work-life practices reduce turnover intention; recognition and fair appraisal improve motivation; meaningful work enhances engagement; and leadership support encourages citizenship behavior. This means that organizations do not face a trade-off between employee well-being and organizational effectiveness. On the contrary, the evidence suggests that practices promoting well-being, recognition, and flexibility often strengthen effectiveness by creating more stable, committed, and proactive workforces.

These findings are especially relevant in the current IT environment, where employee expectations are changing rapidly. Skilled professionals increasingly look for workplaces that offer not just compensation and career growth, but also respect, flexibility, meaning, and recognition. In Kerala and Technopark, where the IT sector is expanding and

becoming more competitive, organizations that respond to these expectations are likely to gain advantages in both attraction and retention. Employee-driven practices therefore become strategic tools for building sustainable organizational cultures that support both productivity and people.

Research Gap

Existing studies have mainly focused on employee engagement, organizational commitment, employee voice, talent management, employee recognition, job security, and employee retention across different organizational settings. Although these studies have provided valuable insights into employee behaviour and workplace outcomes, limited studies have simultaneously examined the relationship between Employee-Driven Practices, Job Stability, and Perceived Recognition. Furthermore, no published study was identified that specifically investigates these three variables among IT employees at Technopark, Thiruvananthapuram. Therefore, the present study seeks to address this gap by examining the influence of Employee-Driven Practices on Job Stability and Perceived Recognition among IT employees at Technopark, Thiruvananthapuram, thereby contributing to the existing literature on the subject.

Conclusion

The literature review shows that employee-driven practices are strongly associated with positive organizational outcomes such as employee engagement, commitment, satisfaction, innovation, productivity, and retention. International studies establish the theoretical foundation for this relationship by showing that participation, empowerment, recognition, and organizational support enhance psychological meaningfulness, motivation, and sustainable work behavior. Indian studies further confirm that these practices are especially important in the IT sector, where talent retention, career growth, and recognition play a major role in shaping employee attitudes and performance. Kerala-based and Technopark studies add a regional perspective by highlighting the importance

of work-life balance, flexibility, supportive management, fair appraisal, and employee-friendly policies in sustaining employee well-being and commitment. Overall, the reviewed literature makes it clear that organizations can achieve better long-term performance when they create participative, supportive, and recognition-based workplaces. The review reveals a research gap, very few studies have examined employee-driven practices, perceived recognition, and work sustainability together in the Kerala IT context, especially in Technopark. This justifies the need for the present study and provides a strong basis for further research

CHAPTER-3

METHODOLOGY

3.1 Introduction

This chapter explains the methodology adopted for the study on employee-driven practices and their influence on job stability and perceived recognition among IT employees at Technopark, Trivandrum. Methodology is the framework that guides the researcher in collecting, organizing, and analyzing data in a systematic manner. Since this study aims to measure employee perceptions and examine relationships among variables, a structured survey approach is appropriate. The chapter covers the research design, universe and unit of analysis, sampling method, sample size, sources of data, tools for data collection, data collection procedure, and data analysis techniques.

3.2 Title

Employee-Driven Practices and Their Influence on Job Stability and Perceived Recognition among IT Employees at Technopark, Thiruvananthapuram

3.3 Research Design

The study follows a descriptive research design, which is suitable when the purpose is to describe the characteristics of a phenomenon and examine relationships among variables without manipulating them. This design helps in understanding how employee-driven practices are perceived by IT employees and how these practices relate to job stability and perceived recognition. A descriptive design is also appropriate for questionnaire-based research that uses numerical responses for analysis.

3.4 Universe and Unit

The universe of the study consists of all IT employees working in Technopark, Thiruvananthapuram

Because they form the total population from which the sample is drawn.

Unit

The unit of analysis is the individual employee, since data are collected from each respondent separately and analyzed at the individual level. This allows the study to capture personal perceptions about work behavior, job security, and recognition.

3.5 Sampling

The study uses convenience sampling, where respondents are selected based on their accessibility and willingness to participate. This method is commonly used when the population is large, dispersed, or difficult to access fully, and when the researcher needs practical access to respondents within a limited time. In this study, convenience sampling is suitable because the respondents are IT employees available at Technopark, Thiruvananthapuram

3.6 Sample Size

The sample size for the study is 60 respondents. This number was chosen to collect enough responses for descriptive and correlation analysis while keeping the study manageable within the available time and resources. A sample of this size is adequate for a small-scale survey-based academic study that relies on structured questionnaire data.

3.7 Sources of Data

The study uses both primary data and secondary data. Primary data are collected directly from the respondents, while secondary data are gathered from existing published materials related to the topic. Using both types of sources helps the researcher build a stronger understanding of the subject and support the findings with relevant literature.

Primary Data

Primary data are obtained from IT employees at Technopark, Thiruvananthapuram through a structured questionnaire. These data represent the direct opinions and experiences of the respondents regarding employee-driven practices, job stability, and perceived recognition. Since the study is based on participants' own responses, the primary data form the main basis for analysis.

Secondary Data

Secondary data are collected from journals, books, research articles, websites, and other academic sources related to employee-driven practices, job stability, and perceived recognition. These sources help in developing the theoretical background, identifying research gaps, and supporting the interpretation of findings. Secondary data are also useful for preparing the literature review and strengthening the conceptual foundation of the study.

3.8 Tool for Data Collection

The tool used for data collection is a structured questionnaire prepared on a 5-point Likert scale.

A Likert scale is commonly used in survey research to measure attitudes, perceptions, and levels of agreement with statements. In this study, the questionnaire includes statements related to employee-driven practices, job stability, and perceived recognition, allowing respondents to indicate their level of agreement from strong disagreement to strong agreement.

For this study, a standardized questionnaire is used which includes a total of 38 questions, categorized into four sections based on the specific data required.

The first section (4 questions) deals with the demographic information of the respondents, including Name, Gender, Job Role, and Years of Experience.

The second section (8 questions) consists of statements related to Employee-Driven Practices. These questions assess the extent to which employees take initiative, contribute ideas, solve problems independently, share knowledge, and actively participate in improving their work and the organization.

The third section (6 questions) consists of statements related to Job Stability. These questions measure employees' perceptions regarding the security, continuity, confidence, and long-term stability of their employment.

The fourth section (6 questions) consists of statements related to Perceived Recognition. These questions assess the extent to which employees feel their efforts, contributions, achievements, and initiatives are recognized and appreciated by their supervisors and the organization.

3.9 Data Collection

Data are collected directly from the selected respondents at Technopark, using the prepared questionnaire. The researcher distributes the questionnaire to employees who are willing to participate and collects the completed forms for analysis. This method ensures that the information is obtained from relevant respondents who are familiar with the workplace conditions being studied. The collected responses are then checked, coded, and organized for statistical analysis.

3.10 Data Analysis

The data collected from the questionnaire are analyzed using both descriptive and inferential statistical techniques. Descriptive statistics such as mean and standard deviation are used to describe the general pattern of responses and the level of employee-driven practices, job stability, and perceived recognition. Correlation analysis is used to examine the relationship between employee-driven practices and job stability, while further statistical testing is used to assess the influence of employee-driven practices on perceived recognition. These methods help convert the survey responses into meaningful findings that answer the research objectives.

3.11 Limitations of the Study

This study is limited to IT employees working at Technopark, Thiruvananthapuram, so the findings may not be generalized to employees in other regions or industries. The scope is restricted to a specific workplace setting, which means the results mainly reflect the conditions and experiences of the selected respondents. The study uses a sample size of 60 respondents, which may not fully represent the entire population of IT employees at Technopark. Since convenience sampling is used, the respondents are selected based on availability, which may affect the level of representativeness. The data are collected

through a structured questionnaire, so the findings depend on the honesty and accuracy of the respondents' answers. There is also a possibility of personal bias, misunderstanding of questions, or reluctance to share exact opinions. The study focuses only on employee-driven practices, job stability, and perceived recognition. Other factors that may also influence employee behavior and workplace experience, such as salary, workload, leadership style, organizational culture, and career growth, are not included in the analysis. The research is also limited by time and resource constraints, which may restrict the depth of data collection and analysis. Therefore, the conclusions should be interpreted within the boundaries of the selected sample, variables, and study area.

CHAPTER-4

DATA ANALYSIS AND INTERPRETATION

4.1 Overview

This chapter presents the systematic analysis and interpretation of the data collected for the study titled "Employee-Driven Practices and their Relationship with Job Stability and Perceived Recognition among IT Employees at Technopark, Thiruvananthapuram." The primary objective of this chapter is to provide a comprehensive analysis of the data collected from the respondents and to interpret the findings using appropriate statistical techniques. The analysis is carried out to understand the level of Employee-Driven Practices followed by IT employees, to examine the relationship between Employee-Driven Practices and Job Stability, and to analyse the influence of Employee-Driven Practices on Perceived Recognition among IT employees working at Technopark, Thiruvananthapuram.

The data presented in this chapter were collected through a structured questionnaire administered to IT employees working at Technopark, Thiruvananthapuram. A total of 60 respondents participated in the study using the convenience sampling method. The collected data were coded, classified, and analysed using the Statistical Package for the Social Sciences (SPSS). The use of SPSS enabled the researcher to perform both descriptive and inferential statistical analyses, ensuring accurate interpretation of the collected data and meaningful presentation of the research findings. The chapter begins with the demographic profile of the respondents, which provides an overview of the characteristics of the sample selected for the study. The demographic information includes variables such as age and job role, helping to understand the composition of the respondents. This section provides a clear picture of the participants involved in the research and serves as the foundation for interpreting the subsequent statistical analyses.

Following the demographic analysis, the chapter presents the descriptive analysis of the major variables included in the study, namely Employee-Driven Practices, Job Stability, and Perceived Recognition. Descriptive statistical tools such as frequency, percentage, mean, and standard deviation are used to summarise the responses obtained from the participants. These analyses provide an understanding of the respondents' perceptions

regarding the extent of employee-driven practices within their organisations, their perception of job stability, and the level of recognition they receive for their contributions. The descriptive statistics also help identify the overall pattern of responses and the level of agreement among the respondents for each variable. The chapter further employs inferential statistical techniques to examine the research hypotheses. Correlation analysis is used to determine the relationship between Employee-Driven Practices and Job Stability, as well as the relationship between Employee-Driven Practices and Perceived Recognition. The correlation coefficients help explain the direction and strength of these relationships and determine whether they are statistically significant. This analysis enables the researcher to understand whether employees who demonstrate higher levels of employee-driven practices also perceive greater job stability and recognition within their organisations. In addition to correlation analysis, regression analysis is conducted to examine the extent to which Employee-Driven Practices predict Perceived Recognition among IT employees. Regression analysis helps assess the predictive relationship between the independent and dependent variables and provides empirical evidence regarding the impact of Employee-Driven Practices on employees' perceptions of recognition. The findings obtained through these statistical analyses contribute to testing the hypotheses formulated for the study and provide meaningful insights into the relationships among the research variables. The analysis and interpretation presented in this chapter offer a detailed understanding of Employee-Driven Practices among IT employees and their association with Job Stability and Perceived Recognition. The findings also highlight the importance of encouraging employee participation, initiative, knowledge sharing, and proactive workplace behaviour in creating a positive organisational environment. The results obtained from the statistical analyses provide the basis for the discussion of findings, conclusions, and recommendations presented in the subsequent chapters. Thus, this chapter plays a significant role in achieving the objectives of the study and contributes to a better understanding of the relationship between Employee-Driven Practices, Job Stability, and Perceived Recognition among IT employees at Technopark, Thiruvananthapuram.

4.2. Demographic Profile of Respondents

The demographic profile of the respondents provides a comprehensive understanding of the characteristics of the IT employees who participated in the study. It is essential for interpreting the findings related to employee-driven practices, job stability, and perceived recognition among employees working at Technopark, Trivandrum. The demographic information helps to understand the background of the respondents and provides a basis for analysing the research variables. The age distribution of the respondents reflects the representation of employees belonging to different age groups in the IT sector. It helps to understand the workforce composition and indicates the participation of employees at various stages of their careers. Age may influence employees' work behaviour, initiative, adaptability, and perceptions regarding job stability and recognition within the organisation.

The gender distribution provides an overview of the participation of male and female employees in the study. It helps to understand the diversity of the workforce and ensures that the research findings represent employees from different gender groups. The inclusion of both male and female respondents contributes to a more comprehensive understanding of employee-driven practices and workplace experiences.

The years of experience of the respondents indicate the level of professional experience of the employees working in the IT sector. This variable provides insight into the respondents' familiarity with organisational practices and work environments. Employees with different levels of experience may exhibit varying levels of initiative, confidence, organisational commitment, and perceptions of recognition and job stability. Collectively, these demographic characteristics provide a clear profile of the respondents who participated in the study. They serve as an important foundation for interpreting the statistical analysis and understanding the influence of employee-driven practices on job stability and perceived recognition among IT employees at Technopark, Thiruvananthapuram.

Descriptive Statistics of Demographic Profile

Table 4.2.1

		Statistics		
		Age	Gender	Years of Experience
N	Valid	60	60	60
	Missing	0	0	0
Mean		27.87	1.500	4.72
Median		28.00	1.500	4.50
Std. Deviation		3.689	.5042	2.643

Interpretation

The table presents the descriptive statistics of the demographic characteristics of the respondents, including Age, Gender, and Years of Experience, based on a sample of 60 respondents. There were no missing values, indicating that complete demographic information was collected from all participants. The mean age of the respondents was 27.87 years, with a median age of 28.00 years and a standard deviation of 3.689. This indicates that the respondents were predominantly young adults, and the variation in age was relatively low, suggesting that most participants belonged to a similar age group. For gender, the mean score was 1.50, with a median of 1.50 and a standard deviation of 0.5042. Since the gender variable was coded numerically (e.g., 1 = Male and 2 = Female), the mean value of 1.50 indicates that the sample consisted of an almost equal number of male and female respondents. The low standard deviation further confirms that the gender distribution was balanced. The mean years of experience was 4.72 years, while the median was 4.50 years, with a standard deviation of 2.643. This suggests that,

on average, respondents had approximately five years of work experience. The standard deviation indicates a moderate variation in experience, showing that the sample included employees with both relatively less and more extensive work experience.

Overall, the descriptive statistics indicate that the study sample was well-balanced in terms of gender, consisted mainly of young employees with an average age of around 28 years, and represented individuals with moderate levels of work experience. These demographic characteristics provide a suitable basis for examining the relationship between Employee-Driven Practices (EDP), Job Stability (JS), and Perceived Recognition (PR) in the organization.

Inference

The descriptive statistics reveal that the respondents were predominantly young professionals with an average age of 27.87 years, had approximately 4.72 years of work experience, and were equally represented by both genders. The absence of missing values and the balanced demographic profile indicate that the sample is appropriate for the study and provides reliable data for analyzing Employee-Driven Practices, Job Stability, and Perceived Recognition.

Frequency Table

Table 4.2.2

Age of the respondent

Age

	Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid 22	1	1.7	1.7	1.7
23	4	6.7	6.7	8.3
24	7	11.7	11.7	20.0
25	7	11.7	11.7	31.7
26	5	8.3	8.3	40.0
27	4	6.7	6.7	46.7
28	9	15.0	15.0	61.7
29	4	6.7	6.7	68.3
30	12	20.0	20.0	88.3
33	1	1.7	1.7	90.0
35	3	5.0	5.0	95.0
36	1	1.7	1.7	96.7
37	1	1.7	1.7	98.3
38	1	1.7	1.7	100.0
Total	60	100.0	100.0	

Interpretation

The age distribution of the respondents indicates that the majority of participants were 30 years old, accounting for 11 respondents (19.0%), followed by 28 years with 9 respondents (14.8%). Respondents aged 24 years and 25 years each represented 7 respondents (11.5%), while 26 years accounted for 5 respondents (8.2%). The age groups of 23, 27, and 29 years each had 4 respondents (6.6%), and 35 years had 3 respondents (4.9%). The age groups of 22, 33, 36, 37, and 38 years each consisted of 1 respondent (1.6%). There were also 2 responses (3.3%) with missing or unspecified age values. Overall, the findings show that most respondents were between 24 and 30 years of age, indicating that the study primarily represents young adult employees. This suggests that the research findings mainly reflect the perceptions and experiences of employees in the early and middle stages of their careers.

Most respondents belonged to the 24–30 years age group.

The largest age group was 30 years (18.0%), followed by 28 years (14.8%).

Only a few respondents were above 35 years, indicating that the sample was dominated by younger employees.

Figure 4.2.1

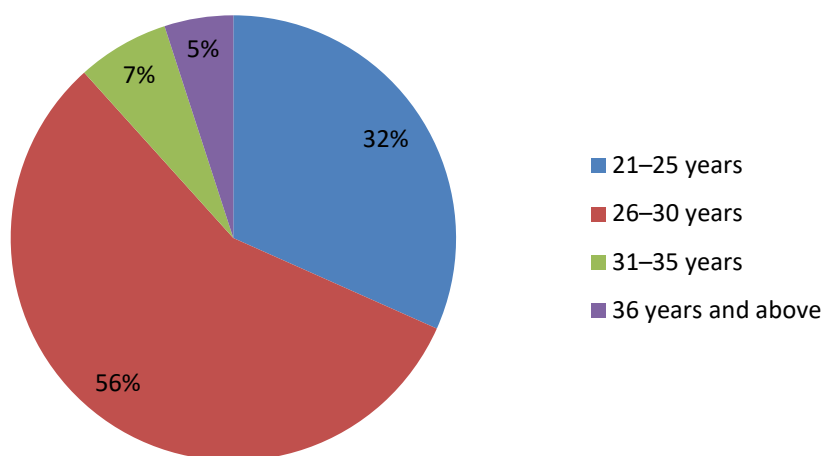


Table 4.2.3**Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1.0	30	50.0	50.0	50.0
2.0	30	50.0	50.0	100.0
Total	60	100.0	100.0	

Interpretation

The gender distribution of the respondents shows that the sample was equally represented by males and females. Out of the 60 valid responses, 30 respondents (50.0%) were male and 30 respondents (50.0%) were female. There was 1 missing response (1.6%), resulting in a total sample size of 61 respondents. The equal representation of male and female respondents indicates a balanced gender distribution, allowing the study to capture the perspectives of both genders without bias toward either group.

50.0% (30 respondents) were male.

50.0% (30 respondents) were female.

1 respondent (1.6%) did not provide gender information.

The study had an equal representation of male and female respondents, ensuring balanced participation.

Figure 4.2.2

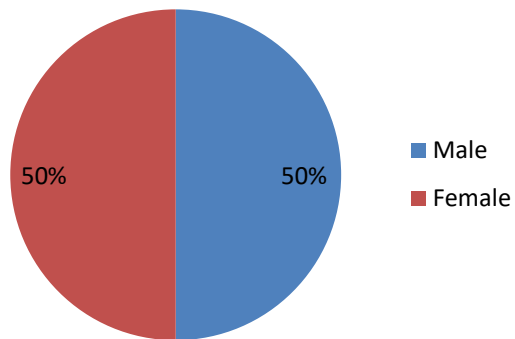


Table 4.2.4

Years of Experience

	Freque ncy	Percent	Valid Percent	Cumulative Percent
Valid 1	7	11.7	11.7	11.7
2	9	15.0	15.0	26.7
3	7	11.7	11.7	38.3
4	7	11.7	11.7	50.0
5	7	11.7	11.7	61.7
6	5	8.3	8.3	70.0
7	8	13.3	13.3	83.3
8	5	8.3	8.3	91.7
9	2	3.3	3.3	95.0
10	3	5.0	5.0	100.0
Total	60	100.0	100.0	

Interpretation

The table presents the distribution of respondents based on their years of work experience. A total of 60 respondents participated in the study. The results indicate that the highest proportion of respondents (15.0%, $n = 9$) had 2 years of work experience, making it the largest group in the sample. This was followed by respondents with 7 years of experience (13.3%, $n = 8$).

Respondents with 1 year, 3 years, 4 years, and 5 years of experience each accounted for 11.7% ($n = 7$) of the total sample, indicating a balanced representation across these experience levels. Additionally, 6 years and 8 years of experience were each reported by 8.3% ($n = 5$) of the respondents. A smaller proportion of respondents had 10 years of experience (5.0%, $n = 3$), while only 3.3% ($n = 2$) had 9 years of experience, representing the least experienced category in terms of frequency. Overall, the findings show that the respondents possess a wide range of work experience, from 1 to 10 years, with the majority having 2 to 7 years of experience. This indicates that the sample consists primarily of employees with moderate levels of professional experience, making them suitable respondents for assessing Employee-Driven Practices (EDP), Job Stability, and Perceived Recognition within the organization.

Inference

The findings suggest that most respondents have moderate work experience (2–7 years), indicating that they have sufficient organizational exposure to provide reliable opinions on employee-driven practices, job stability, and perceived recognition. The presence of employees with varying levels of experience also enhances the diversity of the sample and improves the overall reliability of the study.

Figure 4.2.3

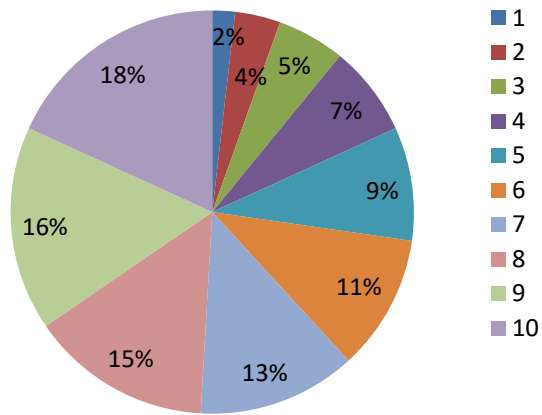


Table 4.2.5

Job Role					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid Accounting	5	8.3	8.3	8.3	
Administration	1	1.7	1.7	10.0	
Data Analytics	4	6.7	6.7	16.7	
Finance	1	1.7	1.7	18.3	
HR Executive	9	15.0	15.0	33.3	
HR Professional	10	16.7	16.7	50.0	

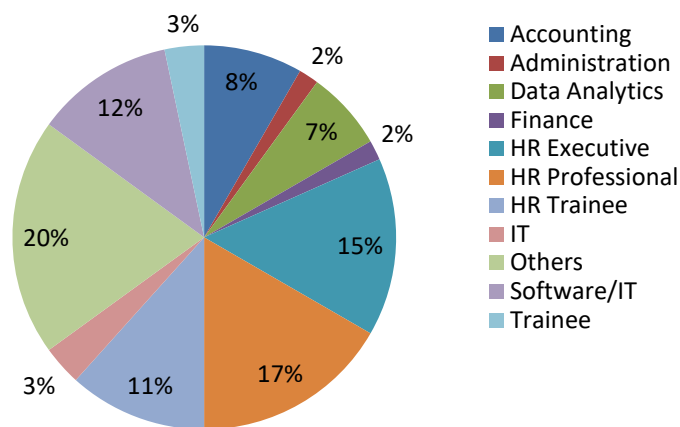
HR Trainee	7	11.7	11.7	61.7
IT	2	3.3	3.3	65.0
Others	12	20.0	20.0	85.0
Software/IT	7	11.7	11.7	96.7
Trainee	2	3.3	3.3	100.0
Total	60	100.0	100.0	

Interpretation

The table presents the frequency and percentage distribution of respondents based on their job roles. Out of 61 respondents, the highest number of respondents belonged to the Others category (12 respondents, 19.7%). This was followed by HR Professionals (10 respondents, 16.4%), HR Executives (9 respondents, 14.8%), Software/IT (8 respondents, 13.1%), and HR Trainees (7 respondents, 11.5%). Accountants accounted for 5 respondents (8.2%), while Data Analytics included 3 respondents (4.9%). IT and Trainee each represented 2 respondents (3.3%). The least represented job roles were Accounting, Administration, and Finance, with 1 respondent (1.6%) each.

Overall, the respondents were drawn from a variety of job roles, with a greater representation of HR-related positions, indicating that the sample included employees from diverse professional backgrounds.

Figure 4.2.4



4.3 Descriptive Statistics

Descriptive statistics is a statistical method used to summarize, organize, and present the main characteristics of a dataset in a meaningful and understandable manner. It provides an overview of the collected data by describing its central tendency, variability, and distribution. Measures such as frequency, percentage, mean, median, standard deviation, minimum, and maximum values help researchers understand the nature of the data and identify important patterns and trends.

Descriptive statistics plays a significant role in research by simplifying large volumes of data into concise and interpretable information. It enables researchers to examine the characteristics of the respondents, compare variables, and understand the overall distribution of responses before conducting further statistical analyses. It also helps in identifying unusual observations, measuring the consistency of responses, and providing a clear picture of the study variables.

Objective 1: To Measure the level of Employee Driven practices followed by IT employees at Technopark, Thiruvananthapuram

Table 4.3.1

Descriptive Analysis

	N	Minimum	Maximum	Mean	Std. Deviation
Proactive improvement of work processes	60	1.0	5.0	4.100	.5734
Suggesting improvements to team/manager	60	1.0	5.0	4.433	.6731
Handling tasks beyond formal role	60	2.0	5.0	4.200	.6051
Investing time in job-relevant skills	60	2.0	5.0	4.417	.6712
Helping teammates overcome challenges	60	2.0	5.0	4.333	.6013
Independent problem solving	60	1.0	5.0	3.617	.9758
Experimenting with new work methods	60	2.0	5.0	3.950	.6993
Sharing knowledge for team projects	60	3.0	5.0	4.283	.5552
Valid N (listwise)	60				

Interpretation

The descriptive statistics table presents the respondents' perceptions of Employee-Driven Practices (EDP) based on eight statements. The analysis includes the minimum score, maximum score, mean, and standard deviation for each item. The responses were measured on a five-point Likert scale, where higher mean values indicate stronger agreement with the statements. Overall, the results indicate that respondents reported high levels of employee-driven practices in the organization. The mean scores for all eight items ranged from 3.617 to 4.433, suggesting that employees generally agreed that they actively engage in behaviours such as improving work processes, sharing knowledge, developing skills, and helping colleagues. Since all mean values are above the midpoint of the scale (3.00), the findings suggest a positive perception of employee-driven practices among the respondents. Among all the statements, "Suggesting improvements to team/manager" recorded the highest mean score ($M = 4.433$, $SD = 0.6731$). This indicates that respondents frequently provide suggestions and ideas to improve team performance and organizational processes. The relatively low standard deviation shows that respondents shared similar opinions regarding this behaviour. The statement "Investing time in job-relevant skills" had the second-highest mean ($M = 4.417$, $SD = 0.6712$), indicating that employees are committed to improving their knowledge and competencies. This suggests that respondents recognize the importance of continuous learning and professional development.

Similarly, "Helping teammates overcome challenges" recorded a high mean score ($M = 4.333$, $SD = 0.6013$), demonstrating that employees are willing to support their colleagues in solving work-related problems. The low standard deviation indicates consistency in the responses, reflecting a collaborative work environment. The statement "Sharing knowledge for team projects" also received a high mean score ($M = 4.283$, $SD = 0.5552$). This indicates that respondents actively share information and expertise with

team members to improve project outcomes. The standard deviation is the lowest among all the items, suggesting a strong level of agreement among respondents. The item "Handling tasks beyond formal role" obtained a mean score of 4.200 (SD = 0.6051), indicating that employees are generally willing to take on additional responsibilities beyond their assigned duties. This reflects employees' commitment to organizational goals and their readiness to contribute beyond their formal job descriptions.

The statement "Proactive improvement of work processes" recorded a mean score of 4.100 (SD = 0.5734), suggesting that respondents actively seek opportunities to improve work procedures and increase efficiency. The relatively low standard deviation indicates that this behaviour is commonly observed among the respondents. The item "Experimenting with new work methods" had a mean score of 3.950 (SD = 0.6993). Although this is slightly lower than the other items, it still indicates that respondents generally agree that they are willing to adopt innovative approaches and explore new methods to improve their work performance. Among all the statements, "Independent problem solving" recorded the lowest mean score (M = 3.617, SD = 0.9758). While the mean is still above the neutral point of the scale, it indicates comparatively lower agreement than the other items. The higher standard deviation suggests greater variation in respondents' opinions, meaning that employees differed more in their confidence or willingness to solve problems independently. The minimum and maximum values indicate that responses ranged from 1 (Strongly Disagree) to 5 (Strongly Agree) for most items, showing that while a few respondents expressed disagreement, the majority reported positive perceptions of employee-driven practices. The valid sample size for all items was 60 respondents, ensuring consistency across the analysis.

Overall Finding

The descriptive analysis reveals that employees demonstrate a high level of employee-driven practices within the organization. The highest-rated behaviours were suggesting improvements to managers or teams (M = 4.433) and investing time in job-relevant skills

(M = 4.417), indicating that employees are proactive in contributing ideas and enhancing their competencies. Although independent problem solving (M = 3.617) received the lowest mean score, it still reflects a generally positive perception. Overall, the findings suggest that employees actively participate in improving work processes, supporting colleagues, sharing knowledge, and taking initiative, which indicates a positive and proactive organizational work environment.

Descriptive Statistics for Employee Driven Practices

Table 4.3.2

Descriptive Statistics				
	N	Maximum	Mean	Std. Deviation
EDP	60	4.63	4.1667	.39506
Valid N (listwise)	60			

Interpretation

The table presents the descriptive statistics for Employee-Driven Practices (EDP) based on the responses of 60 respondents. The analysis includes the maximum value, mean, and standard deviation, which provide an overall understanding of respondents' perceptions of employee-driven practices. The mean score of Employee-Driven Practices is 4.1667, indicating that respondents generally agreed that employee-driven practices are prevalent in the organization. Since the mean is well above the midpoint of the five-point Likert scale (3.00), it suggests a high level of employee-driven practices among the respondents.

This indicates that employees actively participate in improving work processes, sharing ideas, developing their skills, taking initiative, and contributing positively to the organization. The maximum score of 4.63 shows that some respondents reported a very high level of employee-driven practices. This reflects the presence of employees who strongly perceive themselves as proactive and actively engaged in workplace activities.

The standard deviation of 0.39506 is relatively low, indicating that the responses were closely clustered around the mean. This suggests that respondents had similar opinions regarding employee-driven practices, with only slight variations in their responses.

Overall, the descriptive statistics indicate that Employee-Driven Practices are highly evident among the respondents. The high mean score and low standard deviation demonstrate a consistent perception that employees actively engage in proactive behaviours, contribute ideas, develop their competencies, and support organizational improvement.

Inference

The findings infer that the respondents exhibit a high level of Employee-Driven Practices. The high mean score (4.1667) and low standard deviation (0.39506) indicate that employees consistently demonstrate proactive behaviour and actively contribute to workplace improvement. This suggests that employee-driven practices are well established within the organization, fostering employee involvement, innovation, and overall organizational effectiveness.

Descriptive Statistics for Job Stability

Table 4.3.3

Descriptive Statistics

	N	Maximum	Mean	Std. Deviation
Job_Stability	60	4.67	3.4889	.62877
Valid N (listwise)	60			

Interpretation

The table presents the descriptive statistics for Job Stability based on the responses of 60 respondents. The analysis includes the maximum value, mean, and standard deviation, providing an overall understanding of respondents' perceptions of job stability.

The mean score for Job Stability is 3.4889, indicating that respondents had a moderately positive perception of job stability. Since the mean is above the midpoint of the five-point Likert scale (3.00), it suggests that respondents generally agreed that they experience a reasonable level of job stability within the organization. However, the mean is lower than 4.00, indicating that there is still scope for improving employees' perceptions of job security and long-term employment stability. The maximum score of 4.67 indicates that some respondents perceived a very high level of job stability, reflecting strong confidence in the security and continuity of their employment. The standard deviation of 0.62877 indicates a moderate variation in the responses. This suggests that while many respondents shared similar opinions regarding job stability, there were differences in perceptions among some employees. These differences may be influenced by factors such as job role, work experience, employment status, or individual expectations.

Overall, the descriptive statistics indicate that respondents perceive Job Stability at a moderately high level. Although employees generally feel secure in their jobs, the variation in responses suggests that perceptions of job stability are not entirely uniform across all respondents.

Inference

The findings infer that respondents have a moderately positive perception of job stability within the organization. The mean score of 3.4889 indicates that employees generally feel secure about their employment, while the standard deviation of 0.62877 reflects moderate differences in their perceptions. Overall, the results suggest that job stability is viewed positively by employees, although there is room for organizations to strengthen employees' confidence in long-term employment and career security.

Descriptive Statistics for Perceived Recognition

Table 4.3.4

Descriptive Statistics				
	N	Maximum	Mean	Std. Deviation
PR	60	4.83	4.1800	.63685
Valid N (listwise)	60			

Interpretation

The table presents the descriptive statistics for Perceived Recognition (PR) based on the responses of 60 respondents. The analysis includes the maximum value, mean, and

standard deviation, providing an overall understanding of respondents' perceptions of recognition received within the organization. The mean score for Perceived Recognition is 4.1800, indicating that respondents generally agreed that they receive recognition for their work and contributions. Since the mean is well above the midpoint of the five-point Likert scale (3.00), it suggests a high level of perceived recognition among the respondents. This implies that employees feel their efforts, achievements, and contributions are acknowledged and appreciated by the organization. The maximum score of 4.83 indicates that some respondents reported a very high level of perceived recognition, reflecting strong feelings of being valued and appreciated for their work.

The standard deviation of 0.63685 indicates a moderate level of variation in the responses. This suggests that while most respondents shared similar views regarding recognition, there were some differences in how employees perceived the recognition they received. Overall, the descriptive statistics indicate that respondents experience a high level of perceived recognition within the organization. The high mean score and moderate standard deviation suggest that employees generally feel recognized and appreciated, although the level of recognition may vary among individuals.

Inference

The findings infer that employees have a high level of perceived recognition in the organization. The mean score of 4.1800 indicates that respondents generally feel their contributions are acknowledged and appreciated, while the standard deviation of 0.63685 reflects moderate variation in their perceptions. Overall, the results suggest that the organization provides a positive environment where employees feel recognized for their efforts, which can contribute to higher motivation, commitment, and positive work behaviour.

Objective 2: To examine the relationship between Employee Driven practices and Job Stability among IT employees.

Table 4.4.1

Correlations

		EDP	JS
EDP	Pearson	1	.387**
	Correlation		
	Sig. (2-tailed)		
	N		
JS	Pearson	.387**	1
	Correlation		
	Sig. (2-tailed)		
	N		

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation of Correlation Analysis between Employee-Driven Practices and Job Stability

The correlation analysis was conducted to examine the relationship between Employee-Driven Practices (EDP) and Job Stability (JS). The results show a Pearson correlation coefficient (r) of 0.387, indicating a positive relationship between the two variables. This means that as employee-driven practices increase, employees' perceptions of job stability also tend to increase. The correlation coefficient ($r = 0.387$) indicates a moderate positive relationship between Employee-Driven Practices and Job Stability. Although the relationship is not very strong, it suggests that employees who actively engage in

proactive behaviours, such as improving work processes, taking initiative, developing their skills, and contributing beyond their assigned responsibilities, are more likely to perceive greater stability in their jobs. The significance value ($p = 0.002$) is less than the standard significance level of 0.01, indicating that the relationship is statistically significant. This means that the observed relationship is unlikely to have occurred by chance, and there is sufficient statistical evidence to conclude that Employee-Driven Practices are significantly associated with Job Stability among the respondents. The analysis was based on 60 valid responses, ensuring consistency in the findings.

Inference

The findings infer that there is a moderate, positive, and statistically significant relationship between Employee-Driven Practices and Job Stability ($r = 0.387$, $p = 0.002$). This indicates that employees who demonstrate higher levels of proactive and self-initiated workplace behaviours tend to perceive greater job stability. Therefore, the results suggest that fostering employee-driven practices within the organization may contribute to enhancing employees' perceptions of job stability.

Hypothesis Decision (if applicable):

H₀: There is no significant relationship between Employee-Driven Practices and Job Stability. Rejected.

H₁: There is a significant relationship between Employee-Driven Practices and Job Stability. Accepted.

Relationship Between EDP & PR

TABLE 4.4.2

Correlations

		EDP	PR
EDP	Pearson	1	.727**
	Correlation		
	Sig. (2-tailed)		
	N		
PR	Pearson	.727**	1
	Correlation		
	Sig. (2-tailed)		
	N		

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation of Correlation Analysis between Employee-Driven Practices and Perceived Recognition

The correlation analysis was conducted to examine the relationship between Employee-Driven Practices (EDP) and Perceived Recognition (PR) among the respondents. The results indicate a Pearson correlation coefficient (r) of 0.727, which shows a strong positive relationship between the two variables. This means that an increase in employee-driven practices is associated with an increase in employees' perceptions of recognition. The obtained correlation coefficient ($r = 0.727$) suggests that employees who actively engage in proactive behaviours, such as taking initiative, improving work processes, developing job-related skills, and contributing beyond their assigned responsibilities, are

more likely to perceive that their efforts and contributions are recognized and appreciated by the organization. The strength of the correlation indicates a substantial association between the two variables. The significance value ($p = 0.000$) is less than the prescribed significance level of 0.01 ($p < 0.01$), indicating that the relationship between Employee-Driven Practices and Perceived Recognition is statistically significant. Therefore, the observed relationship is unlikely to have occurred by chance, and there is sufficient statistical evidence to conclude that Employee-Driven Practices are positively associated with Perceived Recognition.

The analysis was based on 60 valid responses, ensuring consistency in the findings. Overall, the results demonstrate that employees who exhibit higher levels of employee-driven practices also tend to experience higher levels of perceived recognition within the organization.

Inference

The findings infer that there is a strong, positive, and statistically significant relationship between Employee-Driven Practices and Perceived Recognition ($r = 0.727$, $p < 0.01$). This suggests that organizations that encourage employees to take initiative, contribute ideas, and engage proactively are more likely to foster a work environment where employees feel recognized and appreciated for their contributions. Consequently, promoting employee-driven practices can enhance employees' perceptions of recognition and strengthen their overall work experience.

Hypothesis Decision

Null Hypothesis (H_0): There is no significant relationship between Employee-Driven Practices and Perceived Recognition. Rejected.

Alternative Hypothesis (H_1): There is a significant relationship between Employee-Driven Practices and Perceived Recognition. Accepted.

Objective 3: To Identify the influence of employee driven practices on employees perceived recognition in the IT employees at Tecnopark

Table 4.5.1

Regression

Influence of Employee Driven Practices on Perceived Recognition

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.528	.520	.44123

a. Predictors: (Constant), EDP

Interpretation of Model Summary

The Model Summary table presents the overall fit of the regression model used to examine the influence of Employee-Driven Practices (EDP) on Perceived Recognition (PR). The correlation coefficient (R) is 0.727, indicating a strong positive relationship between Employee-Driven Practices and Perceived Recognition. This suggests that higher levels of employee-driven practices are associated with higher levels of perceived recognition among employees. The coefficient of determination (R Square) is 0.528, which means that 52.8% of the variation in Perceived Recognition is explained by Employee-Driven Practices. This indicates that Employee-Driven Practices are a substantial predictor of Perceived Recognition. The remaining 47.2% of the variation is influenced by other factors that are not included in the regression model. The Adjusted R Square is 0.520, indicating that after adjusting for the sample size and the number of

predictors, 52.0% of the variation in Perceived Recognition is explained by Employee-Driven Practices. The small difference between R Square (0.528) and Adjusted R Square (0.520) suggests that the regression model is stable and provides a reliable estimate of the relationship. The Standard Error of the Estimate is 0.44123, which represents the average deviation between the observed and predicted values of Perceived Recognition. The relatively low value indicates that the regression model predicts Perceived Recognition with a reasonable level of accuracy.

Inference

The model summary indicates that Employee-Driven Practices have a strong explanatory power in predicting Perceived Recognition. The regression model explains 52.8% of the variation in Perceived Recognition, while the remaining 47.2% is explained by other variables not included in the study. Overall, the findings suggest that Employee-Driven Practices are an important predictor of Perceived Recognition, and the regression model demonstrates a good fit to the data.

Table 4.5.2

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.637	1	12.637	64.912	.000 ^b
	Residual	11.292	58	.195		
	Total	23.929	59			

a. Dependent Variable: PR

b. Predictors: (Constant), EDP

Interpretation of ANOVA

The ANOVA table examines whether the regression model is statistically significant in predicting Perceived Recognition (PR) based on Employee-Driven Practices (EDP). The results show that the Regression Sum of Squares is 12.637, while the Residual Sum of Squares is 11.292, resulting in a Total Sum of Squares of 23.929. This indicates that a considerable proportion of the variation in Perceived Recognition is explained by Employee-Driven Practices.

The regression model produced an F-value of 64.912 with degrees of freedom (1, 58). The significance value ($p = 0.000$) is less than the conventional significance level of 0.05 (and also less than 0.01), indicating that the regression model is highly statistically significant. This means that the model provides a significantly better prediction of Perceived Recognition than a model with no predictor variables. The significant F-test confirms that Employee-Driven Practices have a statistically significant effect on Perceived Recognition. Therefore, the regression model is appropriate for explaining the relationship between the independent variable (Employee-Driven Practices) and the dependent variable (Perceived Recognition).

Inference

The ANOVA results indicate that the regression model is statistically significant ($F = 64.912$, $p < 0.001$). This demonstrates that Employee-Driven Practices significantly predict Perceived Recognition among the respondents. Therefore, the regression model is a good fit for the data, and Employee-Driven Practices can be considered an important factor influencing employees' perceptions of recognition within the organization.

Hypothesis Decision (if applicable):

H_0 : Employee-Driven Practices do not have a significant effect on Perceived Recognition. Rejected.

H₁: Employee-Driven Practices have a significant effect on Perceived Recognition.
Accepted.

Table 4.5.3

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.701	.609		-1.152	.254
EDP	1.171	.145	.727	8.057	.000

a. Dependent Variable: PR

Interpretation of Coefficients

The Coefficients table presents the regression coefficients that explain the effect of Employee-Driven Practices (EDP) on Perceived Recognition (PR). The constant (intercept) has an unstandardized coefficient (B = -0.701) with a t-value of -1.152 and a significance value of 0.254. Since the significance value is greater than 0.05, the constant is not statistically significant. This indicates that the intercept does not have a meaningful influence on the regression model and is not interpreted independently. The unstandardized coefficient (B) for Employee-Driven Practices is 1.171, indicating that for every one-unit increase in Employee-Driven Practices, Perceived Recognition is expected to increase by 1.171 units, assuming all other factors remain constant. This demonstrates a positive relationship between the two variables. The standardized coefficient (Beta = 0.727) indicates a strong positive effect of Employee-Driven Practices on Perceived

Recognition. The positive beta value shows that higher levels of employee-driven practices are associated with higher levels of perceived recognition among employees. The t-value for Employee-Driven Practices is 8.057, with a significance value of 0.000 ($p < 0.001$). Since the significance value is less than 0.05, Employee-Driven Practices have a statistically significant positive effect on Perceived Recognition. Therefore, Employee-Driven Practices are a significant predictor of Perceived Recognition.

Regression Equation

The regression equation for the model is:

$$\text{Perceived Recognition (PR)} = -0.701 + 1.171 (\text{Employee-Driven Practices})$$

This equation indicates that an increase in Employee-Driven Practices leads to an increase in Perceived Recognition.

Inference

The regression coefficients indicate that Employee-Driven Practices have a strong and statistically significant positive effect on Perceived Recognition ($\beta = 0.727$, $t = 8.057$, $p < 0.001$). The positive regression coefficient confirms that employees who demonstrate higher levels of employee-driven practices are more likely to perceive greater recognition within the organization. Therefore, Employee-Driven Practices are a significant predictor of Perceived Recognition, supporting the proposed relationship between the variables.

Hypothesis Decision

H₀: Employee-Driven Practices do not have a significant effect on Perceived Recognition. Rejected.

H₁: Employee-Driven Practices have a significant effect on Perceived Recognition. Accepted.

CHAPTER-5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Introduction

This chapter presents the findings, suggestions, and conclusions of the study conducted on Employee-Driven Practices and their relationship with Job Stability and Perceived Recognition. It summarizes the key findings obtained from the statistical analysis and interprets them in relation to the research objectives. The chapter provides a comprehensive overview of the major patterns, relationships, and trends identified through descriptive statistics, correlation analysis, and regression analysis. These findings help in understanding the role of Employee-Driven Practices in influencing employees' perceptions of recognition and job stability within the organization. Based on the findings, the chapter offers appropriate suggestions to enhance Employee-Driven Practices and strengthen employees' perceptions of recognition and job stability. These recommendations are intended to provide practical guidance for management and other stakeholders in developing effective human resource practices that encourage employee participation, involvement, and organizational commitment. The chapter concludes by summarizing the major findings of the study, highlighting their implications, acknowledging the limitations of the research, and suggesting directions for future research. This chapter presents the findings, suggestions, and conclusions drawn from the study on Employee-Driven Practices and their relationship with Job Stability and Perceived Recognition. It provides a comprehensive summary of the research findings, offers recommendations based on the results, and discusses the overall implications of the study.

5.2 Findings

The study found that Employee-Driven Practices (EDP) are highly prevalent among the respondents. The descriptive analysis revealed an overall mean score of 4.17 (SD = 0.395), indicating that employees actively engage in behaviours such as suggesting improvements, developing job-related skills, sharing knowledge, solving work-related problems, and taking initiative beyond their formal job responsibilities. This

demonstrates that employees are actively involved in contributing to organizational effectiveness.

The item-wise descriptive analysis of Employee-Driven Practices showed that "Suggesting improvements to the team/manager" recorded the highest mean score ($M = 4.433$, $SD = 0.673$), followed by "Investing time in job-relevant skills" ($M = 4.417$, $SD = 0.671$) and "Helping teammates overcome challenges" ($M = 4.333$, $SD = 0.601$). These findings indicate that employees are proactive in sharing ideas, continuously improving their skills, and supporting their colleagues. The lowest mean score was recorded for "Independent problem solving" ($M = 3.617$, $SD = 0.976$), suggesting that although employees generally solve problems independently, this behaviour was comparatively less evident than the other employee-driven practices.

The study found that Perceived Recognition (PR) was high among the respondents, with an overall mean score of 4.18 ($SD = 0.637$). This indicates that employees generally perceive that their efforts, achievements, and contributions are recognised and appreciated by the organization, reflecting a positive recognition culture.

The descriptive analysis also revealed that Job Stability (JS) was perceived at a moderately high level, with a mean score of 3.49 ($SD = 0.629$). This suggests that employees generally experience a reasonable level of job security and confidence in their employment, although there remains scope for further strengthening employees' perceptions of long-term job stability.

The correlation analysis revealed a strong positive and statistically significant relationship between Employee-Driven Practices and Perceived Recognition ($r = 0.727$, $p < 0.001$). This indicates that employees who demonstrate higher levels of employee-driven practices are more likely to perceive greater recognition from the organization. The findings suggest that encouraging employee participation, initiative, and involvement contributes positively to employees' perceptions of recognition.

The study also found a moderate positive and statistically significant relationship between Employee-Driven Practices and Job Stability ($r = 0.387$, $p = 0.002$). This indicates that employees who experience stronger employee-driven practices tend to

perceive higher levels of job stability. Therefore, promoting employee participation and involvement may contribute to strengthening employees' confidence in the security and continuity of their employment.

The regression analysis demonstrated a strong relationship between Employee-Driven Practices and Perceived Recognition, with a correlation coefficient ($R = 0.727$). This indicates that Employee-Driven Practices are a strong predictor of employees' perceptions of recognition within the organization.

The Model Summary showed that the coefficient of determination ($R^2 = 0.528$), indicating that 52.8% of the variation in Perceived Recognition is explained by Employee-Driven Practices, while the remaining 47.2% is influenced by other factors that were not included in the regression model. The Adjusted R^2 of 0.520 further confirms that the regression model provides a reliable explanation of the relationship between the variables.

The ANOVA results ($F = 64.912$, $p < 0.001$) confirmed that the regression model is statistically significant. This indicates that Employee-Driven Practices significantly predict Perceived Recognition and that the regression model provides a good fit for the data. Therefore, the model is appropriate for explaining the influence of Employee-Driven Practices on Perceived Recognition. The regression coefficients revealed that Employee-Driven Practices have a significant positive effect on Perceived Recognition ($B = 1.171$, $\beta = 0.727$, $t = 8.057$, $p < 0.001$). The results indicate that a one-unit increase in Employee-Driven Practices is associated with a 1.171-unit increase in Perceived Recognition, holding other factors constant. Overall, the findings conclude that Employee-Driven Practices positively influence both Perceive Recognition and Job Stability, highlighting the importance of fostering employee participation, initiative, and involvement to improve employee outcomes and organizational effectiveness.

5.3 Suggestions

Encourage greater employee participation in decision-making:

The organization should provide employees with more opportunities to contribute ideas and participate in work-related decisions. This can be achieved through suggestion schemes, regular team meetings, brainstorming sessions, and feedback mechanisms.

Strengthen employee recognition programmes:

Since the study found a strong relationship between Employee-Driven Practices and Perceived Recognition, the organization should implement formal and informal recognition programmes. Appreciating employees through awards, certificates, public acknowledgment, and timely feedback can motivate them to continue demonstrating proactive behaviours.

Provide continuous learning and development opportunities:

Employees should be encouraged to enhance their knowledge and skills through regular training programmes, workshops, seminars, and professional development initiatives. This will help them contribute more effectively to organizational goals.

Promote a supportive work environment:

Managers should foster an open and supportive workplace where employees feel comfortable sharing ideas, solving problems, and taking initiative without fear of criticism. Such an environment encourages innovation and employee involvement.

Enhance job stability through transparent HR practices:

The organization should communicate clearly about career opportunities, organizational policies, and employment conditions. Transparent promotion policies, career

development plans, and fair performance evaluations can improve employees' perceptions of job stability.

Encourage teamwork and knowledge sharing:

Employees should be provided with opportunities to collaborate across teams through cross-functional projects, mentoring programmes, and team-building activities. This will strengthen cooperation and improve organizational performance.

Empower employees to take initiative:

Managers should delegate responsibilities appropriately and allow employees greater autonomy in performing their work. Empowering employees to make decisions within their roles can enhance employee-driven practices and increase their confidence.

Conduct regular employee feedback surveys:

Periodic surveys should be conducted to understand employees' views on recognition, participation, and job stability. The feedback collected should be analysed and used to improve HR policies and workplace practices.

Develop leadership capabilities among supervisors:

Supervisors and managers should receive training on effective leadership, employee recognition, coaching, and communication. Supportive leadership plays an important role in encouraging employee-driven practices and creating a positive work environment.

Strengthen employee engagement initiatives:

The organization should organize employee engagement programmes such as innovation challenges, recognition events, wellness activities, and career development discussions.

These initiatives can increase employees' commitment, improve their sense of recognition, and strengthen their confidence in the organization.

5.4 Conclusion

The present study examined the relationship between Employee-Driven Practices (EDP), Job Stability (JS), and Perceived Recognition (PR) among IT employees at Technopark, Thiruvananthapuram. The findings revealed that Employee-Driven Practices are highly prevalent within the organization, indicating that employees actively participate in workplace activities, share ideas, develop their skills, and contribute to organizational improvement. The study also found that employees experience a high level of Perceived Recognition and a moderate level of Job Stability. Correlation analysis showed a significant positive relationship between Employee-Driven Practices and both Perceived Recognition and Job Stability, indicating that greater employee participation is associated with higher recognition and stronger perceptions of job security. Regression analysis further confirmed that Employee-Driven Practices significantly influence Perceived Recognition. Overall, the study concludes that Employee-Driven Practices play a vital role in creating a supportive work environment by encouraging employee involvement, enhancing recognition, and strengthening job stability. Organizations that promote employee participation and value employee contributions are more likely to develop a motivated, committed, and productive workforce, contributing to long-term organizational success.

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Appendix

Section A: Demographic Information

Age:

Gender:

Role:

Years of Experience:

Section B: Employee Driven Practices

I proactively improve my work processes whenever possible.

I speak up with improvement suggestions to my team/manager.

I voluntarily handle tasks beyond my formal role.

I regularly invest time in learning job-relevant skills.

I actively help teammates overcome work challenges.

I seek practical solutions independently rather than waiting for directions.

I experiment with new methods to complete tasks efficiently.

I share my knowledge to benefit team projects.

Section C: Job Stability

I can sustain high performance in this role for the next 3-5 years.

My job enables sustainable work-life balance over time.

I handle intense project deadlines without long-term motivation loss.

I maintain mental resilience during high-demand phases.

I envision a stable, fulfilling career trajectory in IT.

My current workload feels sustainable long-term.

Section D: Perceived Recognition

My proactive efforts receive timely team acknowledgment.

My manager specifically praises my contributions.

I feel respected for my initiative taking behaviors.

My improvement suggestions are seriously considered.

Good proactive work is visibly appreciated organization wide.

Recognition of my efforts boosts my work motivation.