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Job Satisfaction Management System: Approach on Information Technology Professionals

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Abstract: This paper proposed a job satisfaction management model titled Job Satisfaction Management System (JSMS). The four major components of the JSMS outlined are: IT professionals, Factors involved in job satisfaction, Management commitment and Expected Outcome.

Key word: management systems . employee attitude . job satisfaction . work environment

I. INTRODUCTION

Research studies showed that Elton Mayo of the Harvard Business School conducted studies that looked at the affects lighting, temperature and other conditions had on workers [1]. During the course of these studies, Mayo discovered that people work for reasons other than money, thus opening the door for thousands of researchers and scholars to study the more complex conditions that motivate people to work. Out of some of these research efforts came a new area of study called job satisfaction, which [2] claimed was a way to describe how content people are with their work.

Job satisfaction is important to employees because it can affect their general health, happiness and work/life balance [3]. Job satisfaction is of interest to employers because employees who are dissatisfied with their work have higher rates of absenteeism, are more likely to quit their jobs, arrive late for work, produce less than their colleagues who are happier in their jobs and can negatively affect the morale of the organization [4, 5, 6,].

A low level of job satisfaction is also reflected in an organization's bottom line as the costs associated with discontent employees can readily be measured by looking at what an organization spends hiring and training new workers [7] and Reicheld's [6] work showed that even a one or two percent turnover rate can significantly affect a company's profitability. Studies [7] also found that low levels of job satisfaction led workers to find other employment, their former colleagues' job satisfaction levels were affected negatively due to the stress of adjusting to new co-workers.

Many studies have shown how important job satisfaction is to the success of an organization [8, 5, 9, 10, 11,]; but information from this study [7] shows how a low level of job satisfaction in some workers within an organization can ultimately affect the job satisfaction of all workers within an organization.

Today's business environment is more challenging and more dynamic than in previous years. Undoubtedly, the obvious reason for this can only be attributed to the pervasiveness of information technology (IT); the ubiquity of IT in today's business environment has heightened the impact of business strategies [1]. Some of which includes virtual organizations, thus this strategy is the next form in evolutionary chain of organizational structure [12, 13]. The satisfaction of some IT workers has been seen in the fact that they are able to satisfactorily be a part of an organization by working virtually [14]. The strategic impact of a technology initiative could be said to be related to the technological and business structure of the organization in terms of decision making. Whether or not technical and business experts are involved, or are the decisions left at the hands of upper management without the subject experts is a question that every organization needs to deal with. Companies adopt IT solutions like ERP (Enterprise Resource Planning) for a variety of strategic reasons, such as cost reduction expectations, long-term growth support, integration of business processes and improved productivity and customer responsiveness [15].

The format of the rest of the paper is as follows: Section II reviews managerial Implication on job satisfaction as published by other researchers in existing literatures. Section III identifies job satisfaction management system model with illustration of the model. Section IV concludes the paper.

II. Managerial Implications

Though the same factors that add up to job satisfaction exist for all workers, the nature of IT professionals and of the work itself indicates that IT professionals place those factors in a unique order, and companies, by and large, have failed to take notice. As a consequence, organizations fall short when attempting to motivate their IT workers using the same methods that work on other employees. The failure to understand how to effectively motivate IT professionals results in unhappy employees, low morale, low productivity and a high rate of turnover in companies' technology departments. No employee can reasonably expect to have all his or her needs met in the workplace, but the more important needs must be met, and the literature review shows how vital it is to all organizations to understand and meet the needs of their knowledge workers.

Given the dynamic nature of the technology and the rise of offshore competition, it is more important than ever for IT professionals to pay aggressive attention to their profession and seek the attention of management as well [16]. Although money appeals to all workers, many employees are more interested in how they can achieve a better work/life balance and are looking to their employers to help them by enabling them to work from home or from a remote location or to give them time off after a particularly hard week. Study shows that IT professionals can be hired by an employer simply by being offered monetary rewards; employers cannot keep valued IT workers by offering more money to them [17]. Knowledge workers' requirements for job satisfaction and organizational commitment extend far beyond the bounds of their paychecks [17, 18].

In recent times studies have shown that there is more to monetary compensation when it comes to job satisfaction [19, 20]. Another opinion is that workers are not fully understood by management in terms of what truly motivates them to do work and that management does not pay attention to the satisfaction level of the workers [21]. However, it is important to note that providing ways to satisfy workers should be research in depth based on the fact that a lot of variables come into play it is not a one size fits all strategy [22].

Management is essential in the work environment, their involvement towards improving the level of job satisfaction should be paramount on their list when management treats workers as a commodity – replaceable and fungible, workers can sense this and for expert workers, this leaves them no choice than to job hop. Management have the power to hire and fire but the reality is that it can be expensive to go through the process of hiring new employees, training them but offering little support or attentions towards motivating them and paying attention to ways that can be used to enhance job satisfaction among the IT professionals. For this reason managerial considerations should include:

A.   *Job Satisfaction Factors to IT professionals*

Researchers noted that job satisfaction factors apply to IT workers just as they do all workers some of the usual factors of job satisfaction includes: compensation, benefits, flexible hours, the option to telecommute, having a good boss and agreeable coworkers, having the opportunity to learn and increase their skills, being recognized for their work and having opportunities to advance within the organization. The authors also went ahead to distinguish the fact that despite the above stated common factors, IT workers, regardless, tend to focus on different job satisfaction factors than the ones that satisfy other kinds of employees and these were found to include factors like: autonomy in their work and having opportunities to advance [23].

B.   *Managing the Expert Workers*

There still exist gaps in the selection of managers for the IT workers and subsequently how they ought to be managed [22]. This is due to the nature of work performed in a technical environment, the IT environment is very dynamic, could be seen as chaotic, very fast paced with often times complicated and complex multidimensional infrastructure based platforms. As identified in a previous paper [12] other pertinent job satisfaction factors to include:

- Personality Trait
- Working condition
- Extrinsic Versus Intrinsic Effect
- Social Influence
- Assertiveness
- Emotional resilience
- Openness
- Extraversion
- Team work disposition
- Optimism
- Work Drive

C. *Work Environment and it's Effect on Employees Attitude*

The effect of Employees attitude has shown by several researchers as dependent on the work environmental factors. Subsequently due to increased demand of technology and competition for employees and technical talent this has led to increasing interest in understanding the benefits of job satisfaction management system or strategies as seen in fig 1 the use of high-performance work systems (HPWS) [24, 25, 26]. According to researchers [27] on HPWS, they opined that HPWS refer to a group of separate but interconnected HR management practices, including comprehensive recruitment and selection procedures, incentive compensation and performance management systems, and extensive employee involvement and training, which are designed to enhance employee and firm performance outcomes through improving workforce competence, attitudes, and motivation [25]

When employees are adequately supported with the provision of; good working environment, tools to get their job done, constantly asked for feedback as a way of inclusion; as a person and not an item or a number that can be discarded or fired at any time. They respond with a good attitude, expressing a sense of belonging, loyalty and faith in the organization that they work for. This is therefore seen as system and the effect of a good system is seen in an organization ability to create a good system or environment that elicits employee behaviors and capabilities that contribute to firm competitive advantage [28].
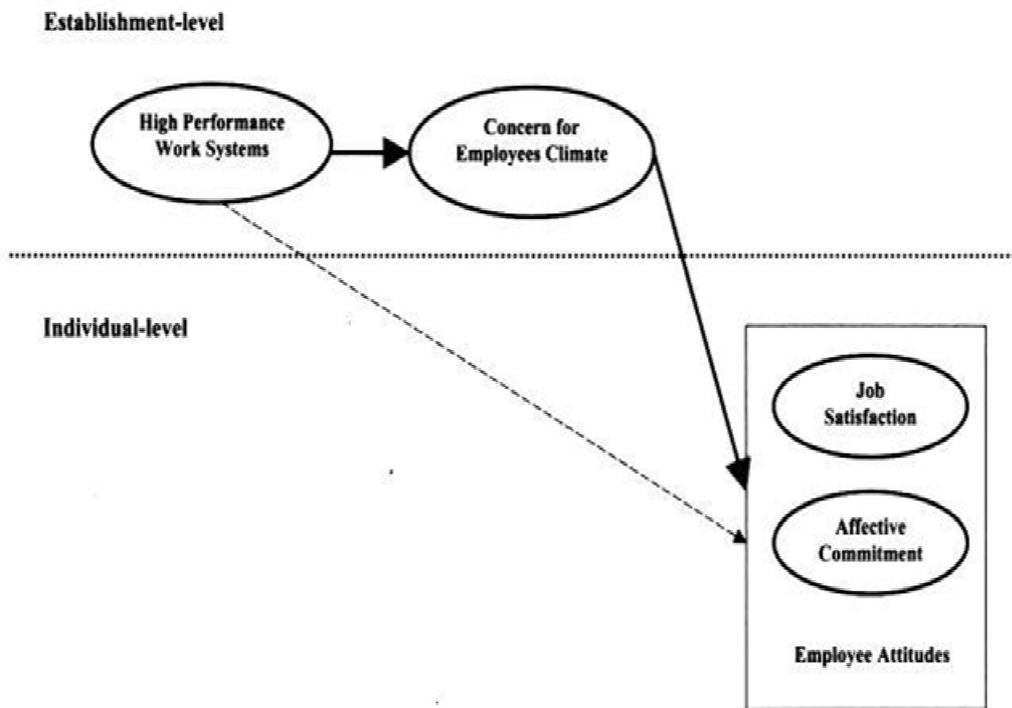

Figure 1: Multilevel Model of High Performance Work System, climate, and individual level Attitudes [27].

III. JOB SATISFACTION AND MANAGEMENT SYSTEM

In this section the Job Satisfaction Management System (JSMS) is proposed. It is presented in a graphical form as a model in Fig 2. The job satisfaction management system comprises of Information Technology professionals; these are the knowledge workers, the technical analysts, the IT engineers, software developers, database administrators, Software engineers, Network engineers, application support analysts, production support technicians, IT project managers etc. Their levels of satisfaction are being driven by these factors identified from a previous paper [12] and findings from other studies with pertinent factors such as

personality trait Working conditions, Work Value, Social Influence, teamwork, Work drive, Optimism, Assertiveness, Customer Service, team work, Extraversion, Emotional- Resilience and Openness impacts the satisfaction of IT professionals. Job satisfaction in any environment cannot go without looking at management commitment, this is very critical and equally important that organization leverage the skills of the IT professionals giving them autonomy over their responsibilities at work with the provisions made by management towards working conditions of their worker, providing access to information about the company and their jobs, allowing and providing avenues for social affiliations.

The support of management in around these factors is expected to result in the following and as shown in figure 2: Increase in productivity, Increased Morale, Low Turnover and decrease in absenteeism thus making IT professionals effective and efficient thus increase the level of their satisfaction on the job. Based on all these the goal is to provide a work place that promotes an individual's level of satisfaction as they do their work, which increases their appreciation of the work place, increases consciousness in getting the work done, and ultimately an increase in boosting the business of the organization based on the workers contributions [29].
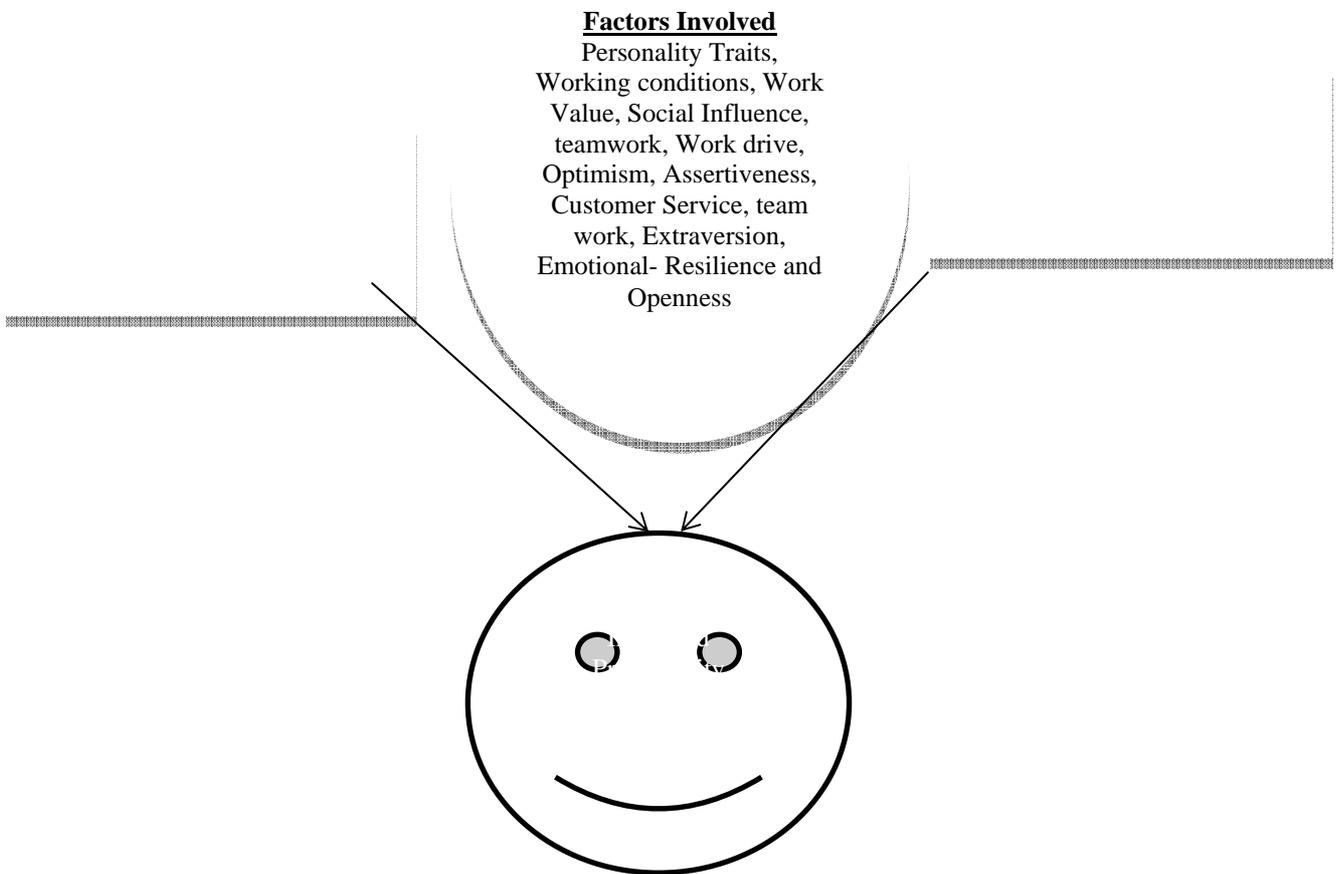
Factors Involved
Personality Traits, Working conditions, Work Value, Social Influence, teamwork, Work drive, Optimism, Assertiveness, Customer Service, team work, Extraversion, Emotional- Resilience and Openness

Figure 2: Job Satisfaction Management System Model

CONCLUSION

This paper reviewed literature that addresses managerial implications as it relates to job satisfaction of the IT professionals, Work environment and the effect of the employees attitude towards their job.

Based on the factors identified, job satisfaction management system model was used to illustrate the connection of the Information technology professionals, the variables that affects job satisfaction and with the support of management the expected result that makes a worker efficient will lead to increase in productivity, morale boost, low turnover and decrease in absenteeism. Some of these factors, like personality traits, are endemic to the individual, but other factors--benefits, autonomy, comfortable work environment, good boss and flexibility--are provided by employers.

The literature review establishes how important the accommodations made by companies are to all employees and how businesses and workers suffer the consequences when companies do not understand what their employees need in order to be happy workers.

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