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INFLUENCE OF JOB SATISFACTION ON LIFE SATISFACTION AMONG IT PROFESSIONALS: A STUDY CONDUCTED IN FOUR CAPITAL CITIES OF SOUTH INDIA

PETER VARGHESE
RESEARCH SCHOLAR
KARUNYA SCHOOL OF BUSINESS STUDIES
KARUNYA UNIVERSITY
KARUNYA NAGAR

DR. SUSAN CHIRAYATH
SENIOR ASSOCIATE PROFESSOR
KARUNYA SCHOOL OF BUSINESS STUDIES
KARUNYA UNIVERSITY
KARUNYA NAGAR

ABSTRACT

Man is made of mind and matter. The over burden in the industry will decrease the satisfaction of the employee in the industry and also it will affect his personal life satisfaction. This is an attempt to find out how the job and life satisfaction is interrelated in the IT Industry. Job satisfaction is an attitude of individuals towards their jobs which results from their view of the jobs and the extent to which there is a good fit between the individual and the organization. Life Satisfaction is an attitude of mind. The term denotes both 'contentment' and 'enjoyment' of one's life. The IT sector continues to be a net employment creator — likely to add 230,000 jobs in fiscal year 2012, thus providing straight employment to about 2.8 million, and indirectly employing 8.9 million people. The study is trying to find out the relationship between the life satisfaction and job satisfaction. The study used the questionnaire method where the IT professionals were questioned on job satisfaction and life satisfaction. The targeted group comprises of IT/ITES, BPO sector. The respondents are from top level, middle level, and lower level. The sample size is 200 taken from the infinite population. Models tested are displayed in figure 1 in which it is presented by the relationship between Job satisfaction and life satisfaction.

KEYWORDS

job satisfaction, life satisfaction, it industry, job stress.

1.0 INTRODUCTION

Abraham Maslow had developed the five-level Hierarchy of Needs. He identified the higher order needs, such as self-actualization, has play a major role in the life of human being. Man is made of mind and matter. The life of a person is intermingled with both work and family. There is a felt need to have the balance between the integration of family needs and career requirements. Happiness is the ultimate end of a person in work or in the family. The characteristics of the software services industry in India and the nature of the work pose some unique challenges for professionals in the industry. The software industry in India is characterized by a project-oriented organization and as the industry has matured, more complex and strategic projects have been outsourced to India. Software professionals are faced with an environment of uncertainty and instability with consequent pressures to work longer hours. The over burden in the industry will decrease the satisfaction of the employee in the industry and also it will affect his personal life satisfaction. This is an attempt to find out how the job and life satisfaction is interrelated in the IT Industry.

2.0 REVIEW OF LITERATURE

2.2.1 JOB SATISFACTION

The pleasant emotional state arising from the self evaluation of one's job or job experiences is called job satisfaction. Vroom (1964) defined job satisfaction as the positive perception of an individual's work and work role. Locke (1976) defines job satisfaction as a delightful or positive emotional state arising from the evaluation of one's job or job experiences. According to Lawler (1990), job satisfaction refers to employee's emotional feelings about the rewards they have received on the job. Hsiao and Kohnke (1998) defined job satisfaction as one's emotional response to a job that comes from the person's prospect of the job and the reality of the job situation. The Model proposed by Timothy A. Judge et.al (2002) proposed that there are four core self-evaluations that determine one's outlook towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem and general self-efficacy and having an internal locus of control leads to higher job where as lower levels of neuroticism lead to higher job satisfaction.

2.2.2 FACTORS DETERMINING JOB SATISFACTION

The factors determining job satisfaction can be generally categorized into two: intrinsic factors and extrinsic factors (Buitendach and De Witte, 2005). Extrinsic factors consist of remuneration, working condition; working hours, job security, work group, work itself, supervision etc. The intrinsic factors include personality, values, recognition, advancement etc. Studies on job satisfaction have also identified certain factors of satisfaction which includes personal or demographic variables like age, gender, tenure etc. Vroom(1964) stated that job satisfaction is based on people's beliefs about the possibility of their effort will lead to (expectancy) performance multiplied by the probability that performance leads to rewards (instrumentality) and the value of perceived rewards (valence). The principle of expectancy theory is the linkages between performance and rewards, effort and performance, and rewards and individual goal. Luthans (1995) acknowledged that the Extrinsic factors are those factors beyond the control of the employee. All aspects of the job and organization can affect the job satisfaction of employees. There are four primary factors that lead to increased job satisfaction. They are mentally challenging work, equitable rewards - line with their expectations, supportive working conditions, and supportive friendly colleagues (Robbins, 1996). National Business Research Institute, Inc. (2007) identified six factors that influence Job Satisfaction. They are authority, opportunity, stress, leadership, work standard and reward. When these factors increase job satisfaction also increases and when they decrease then job satisfaction decreases. Thus it is the responsibility of the organization to see that the employees are adequately provided with these factors. Bergh and Theron (2000) stated Job design can be seen as an important factor influencing how employees feel and react to their job, which will affect their performance and job satisfaction. According to Wood et al (2004), job design can be described as the planning and specifications of job tasks and the designated work settings where they are to be achieved. Long, Anthea (2005) investigated issues of job satisfaction and gender. The study found out that women are significantly happier in work than their male counterparts. Sharbrough, et. al (2006) Identified the specific relationship between the use of language and communication competence, communication satisfaction, job satisfaction, and leaders' perceived effectiveness establishes a straight link between communication, leadership, and job satisfaction. Franěk Marek et.al (2008) did their study on the working environment. They found out that the environment and the job satisfaction are closely related. Environment Fit model literature and concluded that the Person-Environment Fit is positively related to job satisfaction. There is a very high positive relationship between Emotional Intelligence and job Satisfaction, EaliasAbi et.al (2012). There is also a significant relationship between transactional leadership style and

employees' job satisfaction. Javed Hafiz Ali et.al (2014). Job satisfaction reflects the employee's feelings towards the work and the organization as a whole (Javier and Deligero, 2014).

2.2.3 LIFE SATISFACTION

Life satisfaction is the sum of happiness and well-being and it may be assessed in terms of positive affect and satisfaction with relations with others and with achievements, realizations, self-concepts, and self-perceived ability to cope with day today life. Life satisfaction is a favorable attitude of one's whole life rather than the current feelings. Life satisfaction has been evaluated in relation to economic background, educational qualification, experiences, and family.

Jeremy Bentham (1969) The founder of the moral philosophy of utilitarianism viewed happiness as a end result of option among alternative courses of action. His moral dictum is *choosing the action that leads to the greatest happiness of the greatest number*. Happiness is the end result that people experience as a result of action by oneself and others. Russell (1975), another utilitarian philosopher and ethicist, asserted that people who have delight from experiencing others being happy become happy too. Life satisfaction is a cognitive judgmental process. It depends upon a comparison of one's situations with what is thought to be fitting standard. It can also view as there is a low discrepancy between the perception of life and accomplishment the higher the life satisfaction. Horwitz & Emmons (1985). The CASIO model (Frisch, 2006) suggests that satisfaction (the perceived gap between what one wants and has) with one's particular area of life is made up of four factors: the objective Circumstances or Characteristics of an area; the person's Attitude about, perception, and interpretation of an area in terms of his or her wellbeing; a person's assessment of achievement in an area based on the application of Standards of fulfillment or achievement; and the value or Importance a person places on an area for overall happiness or well-being. These four components, combined with a fifth concerned with Overall satisfaction in other areas of life that are not of immediate concern, make up the CASIO model for increasing satisfaction and happiness.

(Kaptein A. 2009) tried to explain the determinants of global life satisfaction, with the help of both self-reports and responses to a battery of vignette questions. When the preliminary conclusion is drawn it appears that the four domains social contact and family, health, job or daily activities and income provide an inclusive explanation of global life satisfaction. The social report 2010 admits that overall life satisfaction is a pointer of subjective wellbeing. A number of factors may influence overall life satisfaction. The key factor are health, education, employment, income, personality, family and social connections, civil and human rights, levels of trust and altruism, and opportunities for democratic participation. Economists have become interested in the potential of measures of subjective wellbeing to provide insights into the determinants of wellbeing or utility.

2.2.4 VARIOUS STUDIES ON JOB SATISFACTION AND LIFE SATISFACTION

Shimon L. (2000) General objective of the study was to empirically test a reciprocal model of job satisfaction and life satisfaction. 827 employees working in 34 car dealerships in Northern Quebec (56% responses rate) were surveyed. Correlation analysis was done to the questionnaire. The result was drawn with chi square and ANOVAs. Results indicates that the relationships between job and life satisfaction of which 49.2% of all individuals have spillover, 43.5% compensation, and 7.3% segmentation type of relationships. Results, nonetheless, are far richer and the model becomes much more refined when social demographic indicators are taken into account.

Timothy A. Judge (2005) this study tested a model explaining how the core self-evaluations (i.e., positive self-regard) concept is associated to life and job satisfaction. The self-concordance model, which focuses on motives underlying objective pursuit, was used as a descriptive framework. Data were gathered from 2 samples: (a) 183 university students (longitudinal measures of success and life satisfaction were used) and (b) 251 employees (longitudinal measures of success and job satisfaction were utilized). In both studies, the core self-evaluations concept was positively connected to goal self-concordance, meaning that individuals with positive self-regard were more expected to chase goals for intrinsic and identified reasons. Furthermore in Job satisfaction study 1 and study 2 life satisfaction goal self-concordances was related to satisfaction. This study showed that it is possible not only to become happier through one's goal achievement, as other studies have showed (see Sheldon & Houser-Marko, 2001), but also that it is possible to become more satisfied with one's job through opting the right goals.

Yannis G. and Thomas L. (2012) The relation between job and life satisfaction has attracted significant interest across a number of disciplines, consist of organizational psychology, management, sociology and economics. Using data from the European Values Survey (EVS), the study examine the association between job and life satisfaction across Europe. The data collected from 30 countries from the 1999–2000 waves of the EVS. The EVS is a large-scale, cross national survey on basic human values offering a rich source of secondary data on individual values and beliefs across Europe. Quota sampling is applied whereby quotas are assigned based on occupation and region, sex, age, using the census data as a guide to the distribution of each group in the population. Questions are asked to the respondents' attitudes towards the significance of work and about the subjective evaluation of their job and life satisfaction. The results of this complementary analysis are broadly consistent that there is a strong positive correlation between job and life satisfaction, consistent with the spillover hypothesis. Data analysis has shown that predictors of the job–life satisfaction relationship vary across cultures.

Nirmala.N (2013) Information Technology (IT) sector is one of the fastest growing sectors and it gives opening for employment of more number of women employees. Work life balance entails attending balance between professional and personal life. India has witnessed extraordinary growth in the field of Information Technology. This paper attempts to identify the various factor which helps to maintain work life balance among women employees in IT sector. The objective of the study was to examine the job satisfaction of women employee's in the IT sector. It has major influence on maintaining equilibrium between professional life and the personal life responsibilities. The research was conducted among working women in IT firms in Mysore city. Work life balance reduces friction between official and household life. As the p value equals there is no significant difference between the balanced work and life and job satisfaction. The reason being both are complementary to each other. If the work and life is balanced, job satisfaction would be high.

Mishra V. (2014) This paper uses a new exploratory strategy proposed to illustrate how causation between job satisfaction and life satisfaction can be established with cross-sectional data. The report estimates in which, alternatively, job satisfaction and life satisfaction are the dependent variables. The study found out that there is a positive relationship between the single composite measure of job satisfaction and life satisfaction. The main finding is that there is a positive relationship between life satisfaction and each of the nine facets of job satisfaction

2.2.5 IT AND ITES: LEADING SERVICES SEGMENT

India's technology and BPM sector (with hardware) is predictable to have produced US\$ 146 billion in returns during FY15 compared to US\$ 118 billion in FY14, consists of a growth rate of 23.72 per cent. The role of the IT sector to India's GDP is 9.5 per cent in FY15 from 1.2 per cent in FY98. TCS is the leader, contributing for about 10.1 per cent of India's total IT & ITeS. (www.ibef.org 2015) This sector has also plays a key role in employment generation. The IT sector continues to be a net employment creator — likely to add 230,000 jobs in fiscal year 2012, thus providing straight employment to about 2.8 million, and indirectly employing 8.9 million people. The present study is focusing on the four emerging IT hubs in South India. They are Bangalore, Chennai, Hyderabad, Thiruvananthapuram.

Bangalore is admired as the Silicon Valley of India and the IT Capital of India. Bangalore seems to be a global information technology hub and prime software exports from India are done through Bangalore. The major Indian IT companies like Infosys and Wipro are headquartered in Bangalore. Many top firms like Intel, Texas Instruments, Bosch, Yahoo, SAP labs, Continental and many more have their country headquarters here. There are 5000 companies in Bangalore which is more than 35% of all the IT companies present in India.

Hyderabad the capital city of Telungana well-known as theHITEC City or Cyberabad, and is a major international information technology hub, IT exporter and the biggest bioinformatics center of India. Microsoft has established its first development center in India and the leading software development center outside of their headquarters in Redmond, USA. It has become the first destination for the IT players in the world like Google, Amazon.com, Infosys, Accenture, Cognizant, Tata Consultancy Services, Wipro, Computer Sciences Corporation, Facebook, HCL, Cyient, IGATE, Capgemini, Polaris, , Dell, Deloitte, Tech Mahindra etc., Cybrabad accounts for 2000 IT companies.

Chennai stands at the third place as the exporter of IT and Information Technology Enabled Services (ITES) of India. The major Multinational companies having operation centers at Chennai are Amazon, eBay, Paypal, Cognizant, Accenture, Tata Consultancy Services, Wipro, Infosys, Verizon, L&T, Syntel HCL, Polaris, Patni, Capgemini and many major global service providers. The city has a international standard IT infrastructures with dedicated expressway nicknamed as IT expressways. Government and private entities play a major role in development of the IT Parks. The city's well-built industrial base also support for setting up of many major Research & Development centers in its vicinity.

THIRUVANANTHAPURAM

Thiruvananthapuram is the capital of Kerala. At present the economy receives major contributions from professionals in the fields of IT, and medical and bio-technology. There are 30,000 IT professionals employed in the Technopark. The city is the hub for the IT and ITES contributes 80 % of software exports from Kerala. From the inception of Technopark in 1995, Thiruvananthapuram has gradually developed into one of the high-flying IT hubs of India. Technopark contributes the revenue about Rs. 1200 crores.

3.0 NEED FOR RESEARCH

Indian IT sector is growing day by day. An increasing number of IT professionals have been finding it difficult to handle emotional stress, according to experts. Coping with stress and striving for mental health, welfare should be a matter of concern for all and not treated simply as a lifestyle problem of the 'IT phenomenon'. The IT phenomenon should give importance to the life satisfaction of the employee through the job satisfaction. The job ensures a quality lifestyle for the family and holds a lot fascination for onlookers, but the implications on health, especially due to increase in levels of stress, could be serious. The life satisfaction is a subject which should be explored in the IT industry. More than the work the employee has another dimensions in his life. These dimensions should be explored in the industry. This study is an investigation to the satisfaction of the employee. Particularly it tries to find out the relation between the Job and Life satisfactions of the IT industry.

4.0 STATEMENT OF THE PROBLEM

Man is motivated to achieve the goals. Job is an attempt to express the goal of an employee. The ultimate aim of the job is to get the life satisfaction. This is study tries to find out the influence of Job satisfaction on the Life satisfaction of the IT employees.

5.0 OBJECTIVES OF THE STUDY

Man is different from the machine and mind is different from matter. The role of life satisfaction is neglected in Organizational Behavior research in Indian IT industry. The study is trying to find out the relationship between the life satisfaction and Job satisfaction. This study is descriptive, exploratory and explanatory in nature.

6.0 RESEARCH HYPOTHESES

H₀: There is no influence of Job satisfaction on the life satisfaction of the IT employees in the four cities of south India.

H₁: There is a significant relation between the Job satisfaction and life satisfaction among the IT employees in the four cities of South India

7.0 RESEARCH METHODOLOGY

A research design may be regarded as the strategy the researcher will use to attain the objectives of the study. After careful consideration, it was decided to do a cross-sectional study which was descriptive, exploratory and explanatory in nature. Because of the lack of empirical information available on life satisfaction, especially in the context of the workplace, it was decided to use descriptive, exploratory and explanatory research because it enabled the researcher to identify, describe and explain the variability in different phenomena.

7.1 DATA COLLECTION

The study used the questionnaire method where the IT professionals were questioned on job satisfaction and life satisfaction. The targeted group comprises of IT/ITES, BPO sector. The respondents are from top level, middle level, and lower level. The sample size is 200 taken from the infinite population. The sample is collected from four major IT hubs in south India, namely, Bangalore, Chennai, Hyderabad, and Thiruvananthapuram. The questionnaire was distributed to 200 respondents. They were administered personally. Once the conceptual framework was established, the questionnaire was framed based on that. The questionnaire consists of 14 demographic factors, 36 questions on job satisfaction and 17 questions on Life satisfaction. The questionnaire containing each item on life satisfaction to the conceptual framework using a 5- point Likert scale (1= Strongly Disagree, 2= Disagree, 3= neither agrees nor disagrees, 4= agree, 5=Strongly agree). Another section of questionnaire contains each item on job satisfaction to the conceptual framework using a 6-point Likert scale (1=Disagree very much, 2= Disagree moderately, 3=Disagree slightly, 4= Agree slightly, 5=Agree moderately, 6=Agree very much). The questionnaire is Job Satisfaction Survey, (JSS Paul E. Spector, 1994) which consists of 36 questions.

7.2 DATA ANALYSIS**7.2.1 VALIDITY OF THE INSTRUMENT**

Academicians, experienced professionals and research professionals as experts were used to establish content validity as well as the face validity of the instruments. For the life satisfaction scale is independently developed and the reliability is established. The job satisfaction scale has proven validity of the instrument. (Paul E. Spector, 1994).

7.2.2 FACTOR ANALYSIS

Factor Analysis was done on the questionnaire and separate factors for life satisfaction and Job satisfaction. The method used was principal component analysis with varimax rotation. For each factor, a summated scale was formed by combining all the variables loading highly on the factor and using the average score of the variables as a replacement variable. However, to ensure an appropriate sample size was obtained for the current study to enable factor analysis to be undertaken two criteria were considered:

1. Kaiser-Meyer-Olkin (KMO) sampling adequacy
2. Factor Loadings and the correlation between a variable and a factor (Hayes, 2002)

7.2.3 REGRESSION ANALYSIS

In statistics, regression analysis is a statistical process for estimating the relationships among variables. It includes many techniques for modeling and analyzing several variables, when the focus is on the relationship between a dependent variable and one or more independent variables.

7.2.4 STATISTICAL PACKAGE FOR SOCIAL SCIENCES (SPSS)

The above analysis has been undertaken with Statistical Package for Social Science (SPSS) Version 20.

7.2.5 AMOS

To identify the effect the SEM model was used, using AMOS software, to build the relationship among the variables.

8.0 RESULTS AND DISCUSSION

The life satisfaction questionnaire is framed based on the previous literature. The questionnaire consisted of 17 questions and undergoes the following statistical tests for finding the factors. To ensure having an approximate sample size and to undertake the factor analysis the Kaiser-Meyer-Olkin (KMO) sampling adequacy on the Spiritual Quotient was identified.

TABLE 1.1: KMO AND BARTLETT'S TEST^a

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	1373.330
	df	136
	Sig.	.000

a. Based on correlations

The KMO statistics ranges between 0 and 1. A value of 0 indicates that the sum of partial correlations is large in comparison to the sum of correlations, which indicates diffusion in the pattern of correlation, and the factor analysis is inappropriate. A value close to one indicates factor analysis will yield distinct and reliable factors. The value should be ≥ 0.5 and are described between 0.5 and 0.7 as average; 0.7 and 0.8 as good, and 0.9 as great, and > 0.9 as excellent. Therefore using Kaiser's scale, the sampling adequacy value of 0.888 for the life satisfaction is good. Bartlett's test of Sphericity compares correlation matrix to an identified matrix. The chi-square value is 1373.330 and the significance level is p value $\leq .05$. It is significant. The factor loading has reduced the factors into six.

The final Principal Component Analysis (PCA) of the six-factor solution with 17 items accounted for 70.595 %. There are six factors of life satisfaction questionnaire:

- Meaning and direction of life accounts for 39.021% of the total variance with challenging life is given an important factor with a factor loading varying from 0.912-0.505.
- Self – esteem accounts for 8.774% of the total variance showing that in which “happiness” have a factor loading of 0.652.
- Family life accounts for 7.172% of the total variance showing with companionship and friendship as the important factor with loading of .896.
- Social interaction accounts for 5.599% of the total variance and shows one must have a social relationship for being positive with a factor loading of 0.864.
- Secure Job accounts for 5.307% of the total variance on security of job and income has the factor loading of 0.776.
- Standard of living accounts for 4.722% of the total variance on standard of living. The factor loading is .864.

8.1 FACTORS RELATED TO JOB SATISFACTION

The Job Satisfaction Survey, JSS is a 36 item, nine facet scales to assess employee attitudes about the job and aspects of the job. Each facet is assessed with four items, and a total score is computed from all items. (Paul E. Spector, 1994). To ensure having an approximate sample size and to undertake the factor analysis the Kaiser-Meyer-Olkin (KMO) sampling adequacy on the Organizational Success was identified.

TABLE 1.2: KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.772
Bartlett's Test of Sphericity	Approx. Chi-Square	2488.413
	df	630
	Sig.	.000

Therefore using Kaiser's scale, the sampling adequacy value of 0.772 for the Job satisfaction is good. Bartlett's test of Sphericity compares correlation matrix to an identified matrix. The chi-square value is 2488.413 and the significance level is p value $\leq .05$. It is significant.

The final Principal Component Analysis (PCA) of the eight-factor solution with 36 items accounted for 71.367%. There are eight factors of Job satisfaction questionnaire:

- Recognition for a job well-done accounts 36.682% of the total variance showing need for the recognition having the factor loadings of .969.
- Meaningfulness of the work accounts 10.661% of the total variance showing the organization goals are important having the factor loadings of .713.
- Equitable compensation accounts 6.605% of the total variance showing 'the benefits received from the organization are fair' having the factor loadings of .737.
- Chance to do great work accounts 6.747% of the total variance showing the job can be done without much procedures having the factor loadings of .747.
- The healthy environment accounts 3.812% of the total variance showing good environment of recognition having the factor loadings of .634.
- The chance to work with interesting, motivated, responsible people accounts 3.418% of the total variance showing the likeness to the coworkers having the factor loadings of .821.
- The understanding managers account 2.829% of the total variance showing that there is a concern from the superiors having the factor loadings of .723.

8.2 RELIABILITY TEST

TABLE 1.3: FACTORS AND THEIR RELIABILITIES

Scale	Factors	Cronbach's Alpha	No. Of Items
One	Life satisfaction	.900	17
Two	Job Satisfaction	.905	24

8.3 REGRESSION ANALYSIS

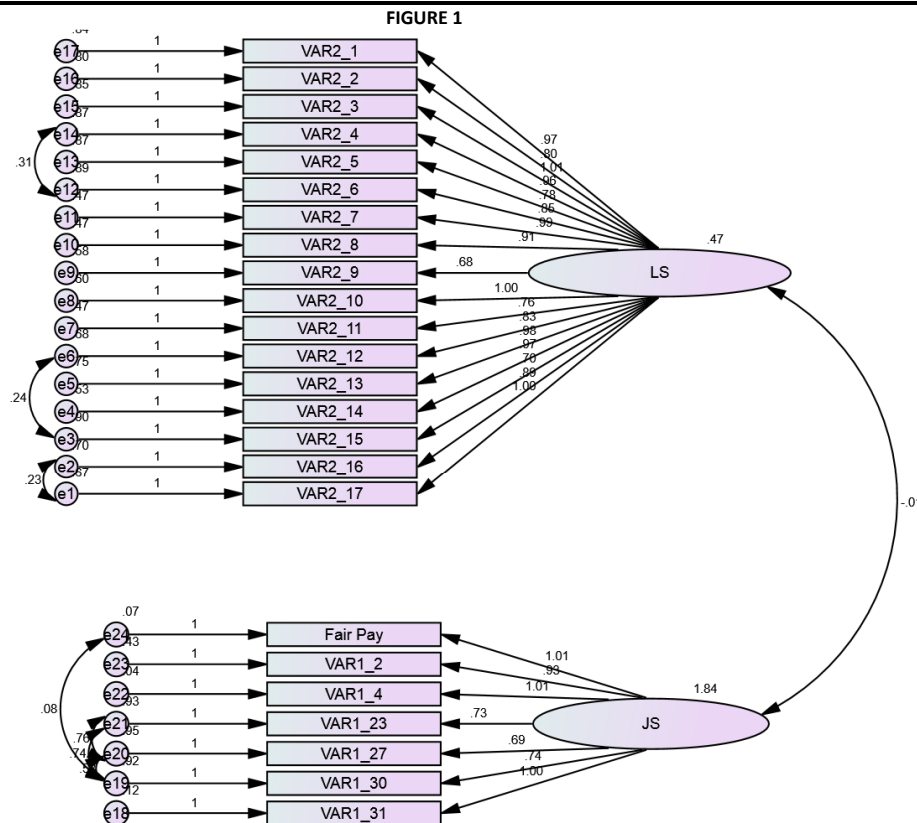
From this analysis, we can find the following results:

Job satisfaction has positive effect on the Life satisfaction

- Job satisfaction (p value = .000 which is $< .05$) has a significant influence on standard of living.
- Job satisfaction (p value = .0105 which is $> .05$), has no significant influence on Self-esteem and happiness.
- Job satisfaction (p value = .000 which is $< .05$) has a significant influence on family life and companionship
- Job satisfaction (p value = .004 which is $< .05$) has a significant influence on social interaction.
- Job satisfaction (p value = .002 which is $< .05$) has a significant influence on the secure Job.
- Job satisfaction (p value = .002 which is $< .05$) has a significant influence on the standard of living.

8.4 STRUCTURAL EQUATION MODELING

For further analysis and modeling exercise (SEM), the job satisfaction has been adapted to test the relationship of constructs variables between life satisfactions. Models tested are displayed in figure 1 in which it is presented by the relationship between Job satisfaction and life satisfaction.



8.5 MODEL FIT SUMMARY

Figure 1 gives the model fit summary.

- Job satisfaction influences substantially on the life satisfaction. A positive relationship is established between the variables of Job Satisfaction and life satisfaction. The model admits that the can job satisfaction increase the life satisfaction of an employee.
- Based on the structural equation modeling results after the deletion of problematic items, the model indicated a good fit between the data and the model ($\chi^2/df = 2.044$; CFI=. 931; TLI=. 922, RMSEA=.072) (Hair et al. 1998; Kelloway, 1998; Kline, 1998, MacCallum, 1996).

9.0 FINDINGS AND CONCLUSIONS

The study tried to find out the relation between the job satisfaction and life satisfaction. There are many studies which formulated the models which showed that the job satisfaction and life satisfaction are the two sides of the same coin. A meaningful job increases the happiness, positive affect and life satisfaction. The present study also copes with the other studies and found out that there is a significant relationship exists between the job satisfaction and life satisfaction. If there is a development in the job of an employee it will directly affect the life of the IT employees in the south Indian cities. The increasing number of research on the relationship between these variables suggests the expansion of paying attention to the role of life of a person in managing today's organization.

9.1 SUGGESTIONS AND RECOMMENDATIONS

This research could provide the ground for expansion of sentimental consequences of job satisfaction and meaning at work as the life satisfaction. The current exploration models also showed that satisfaction and meaning of work have an extensive power to sway happiness, positive affect and life satisfaction. A satisfied value oriented work will increase the capacities of the employee. The improvement in satisfaction can change the attitude and widen the altitude of the employee. If the employee is with high satisfaction the organization will have innovative business.

9.2 LIMITATIONS

Present study is limited to two hundred IT employees in five cities of south India. The sample size is relatively small. Hypothesis are tested with this limited number of sample collected within the time frame of six months.

9.3 FUTURE RESEARCH

It is suggested that future researchers may consider a wide design to establish causality and thus enhance the applicability of the findings. Further specific application of the activities can be identified which have greater impact on employee's job satisfaction. There are several unmeasured variables that may play a significant role in the relationship between job satisfaction and life satisfaction. Future research can examine these variables.

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