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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	EFFECTIVENESS OF PAY-FOR-PERFORMANCE AND FIXED-PAY PRACTICES: AN ASSESSMENT OF PAY SATISFACTION, COMMITMENT AND TURNOVER INTENTION PRINCY THOMAS & DR. G. NAGALINGAPPA	1
2.	ROLE OF CORPORATE GOVERNANCE ON PERFORMANCE OF PRIVATE COMMERCIAL BANKS IN BANGLADESH: AN ECONOMETRIC ANALYSIS DR. MD NAZRUL ISLAM, MOHAMMAD MASUD ALAM & MOHAMMAD ASHRAFUL FERDOUS CHOWDHURY	6
3.	IDENTIFYING OPPORTUNITIES, CHALLENGES AND INFRASTRUCTURE REQUIREMENTS FOR ESTABLISHING SECONDARY MARKETS IN ETHIOPIA KANNAN SIMHAKUTTY ASURI & LETENAH EJIGU	12
4.	A NOVEL BANKRUPTCY PREDICTION MODEL BASED ON SUPPORT VECTOR DATA DESCRIPTION METHOD ALIREZA DEHVARI, FEZEH ZAHEDI FARD & MAHDI SALEHI	17
5.	ANALYSIS OF FACTORS INFLUENCING EXPORT VOLUME: THE NIGERIAN EXPERIENCE KAREEM, R.O, OKI A.S, RAHEEM, K.A & BASHEER, N.O	24
6.	A MODEL FOR ORGANIZING, MEASURING, ANALYZING STUDENTS' KNOWLEDGE AND PERFORMANCE ROY MATHEW	32
7.	DETERMINANTS OF CUSTOMER LOYALTY AND SUBSCRIBER CHURN OF MOBILE PHONE SERVICES IN GHANA JACOB NUNOO & CHRISTIAN KYEREMEH	38
8.	FACTORS AFFECTING CUSTOMERS' ATTITUDE TOWARDS INFORMATION TECHNOLOGY ADOPTION IN COMMERCIAL BANKS OF ETHIOPIA: A CASE STUDY OF SELECTED BANKS IN MEKELLE CITY ZEMENU AYNADIS	42
9.	EFFECTIVE USE OF TRAINING FEEDBACK FOR REINFORCEMENT OF LEARNING AND EMPLOYEE DEVELOPMENT AJAY KR VERMA, SUDHIR WARIER & LRK KRISHNAN	53
10.	IMPACT OF DEMOGRAPHIC VARIABLES ON FACTORS OF JOB SATISFACTION OF EMPLOYEES IN PUBLIC SECTOR: AN EMPIRICAL STUDY DR. RIZWANA ANSARI, DR. T. N. MURTY, NILOUFER QURAISHY & S A SAMEERA	62
11.	SUBSCRIBERS' ATTITUDE TOWARDS DTH SERVICES M. J. SENTHIL KUMAR & DR. N. R. NAGARAJAN	69
12.	ISSUES AND CHALLENGES INDIAN BUSINESS: VISION 2020 WITH THE REFERENCE OF MICRO, SMALL AND MEDIUM ENTERPRISES (MSMEs) IN INDIA DR. M. L. GUPTA, DR. SHWETABH MITTAL & PRIYANKA GUPTA	73
13.	ENHANCING JOB SATISFACTION OF SOFTWARE PROFESSIONALS: THE RELEVANCE OF EMOTIONAL QUOTIENT V. ANOOPKUMAR & DR. R. GANESAN	82
14.	A SURVEY ON CONSUMER ATTITUDE TO CHOOSE AND USE VARIOUS TELECOM SERVICES V. BALAKUMAR & DR. C. SWARNALATHA	88
15.	COUNTERPRODUCTIVE WORK BEHAVIOUR (CWB) AND LOCUS OF CONTROL (LOC) AMONG MANAGERS DR. RISHIPAL & PAWAN KUMAR CHAND	94
16.	CORPORATE GOVERNANCE FAILURES IN INDIA - A REVIEW KAISSETTY. BALAJI & DR. Y. VENU GOPALA RAO	98
17.	SIGNIFICANCE OF INCLUSIVE GROWTH IN INDIAN ECONOMIC DEVELOPMENT – A STUDY DR. T. C. CHANDRASHEKAR	103
18.	A STUDY ON EMPLOYEE JOB PERFORMANCE (A COMPARATIVE STUDY OF SELECT PUBLIC AND PRIVATE ORGANIZATIONS) S.FAKRUDDIN ALI AHMED & DR. G. MALYADRI	110
19.	ORGANISATIONAL AND ENVIRONMENTAL DETERMINANTS OF PERFORMANCE APPRAISAL SYSTEM: A REVIEW AND FRAMEWORK FROM CONTEXTUAL PERSPECTIVE SAPNA TANEJA, DR. RAVIKESH SRIVASTAVA & DR. N. RAVICHANDRAN	117
20.	E-LEARNING INITIATIVES TO AUGMENT BUSINESS PERFORMANCE: AN EMPIRICAL STUDY OF SELECT AUTO COMPONENT FIRMS DR. AISHA M. SHERIFF & GEETHA R	127
21.	INTERPRETIVE STRUCTURAL MODELING BASED APPROACH FOR ADOPTING CPFR IN INDIAN INDUSTRIES RAJESH A. KUBDE & DR. SATISH V. BANSOD	136
22.	TECHNOLOGY TRENDS AND IMPACT OF ROBOTICS IN THE CORPORATE WORLD AT DIFFERENT LEVELS OF MANAGEMENT P. POONGUZHALI & DR. A. CHANDRA MOHAN	141
23.	PERFORMANCE APPRAISAL ACT AS A MAJOR MOTIVATIONAL SOURCE NAILA IQBAL	147
24.	FOREIGN DIRECT INVESTMENT FLOWS INTO INDIA AND THEIR CAUSAL RELATIONSHIP WITH ECONOMIC GROWTH SINCE LIBERALISATION S. GRAHALSKSHMI & DR. M. JAYALAKSHMI	150
25.	INCLUSIVE GROWTH AND REGIONAL DISPARITIES IN ANDHRA PRADESH V. VANEENDRA NATHA SASTRY	159
26.	STRATEGIES TO COPE UP WORK - PLACE STRESSORS: AN EMPIRICAL STUDY IN EDUCATIONAL INSTITUTIONS B. LAVANYA	162
27.	DETERMINANTS OF JOB SATISFACTION AMONG EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN DELHI BRAJESH KUMAR & DR. AWADHESH KUMAR	166
28.	MODERN CHALLENGES TO WOMEN ENTREPRENEURSHIP DEVELOPMENT: A STUDY OF DISTRICT RAJOURI IN JAMMU AND KASHMIR STATE AASIM MIR	169
29.	INTERNATIONAL HRM CHALLENGES FOR MNC's B. G. VENKATESH PRASAD & N. CHETAN KUMAR	173
30.	INSIDER TRADING: GOVERNANCE, ETHICAL AND REGULATORY PERSPECTIVE NIDHI SAHORE	177
	REQUEST FOR FEEDBACK	182

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DETERMINANTS OF JOB SATISFACTION AMONG EMPLOYEES IN INFORMATION TECHNOLOGY INDUSTRY IN DELHI

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ABSTRACT

The process of globalization and economic reforms has not only changed the structure of occupation but also brought about instability of tenure. In such a situation employees face low job satisfaction and tend to change job frequently. This in turn poses a fundamental challenge for human resource management particularly in Information Technology industries. This study seeks to describe the determinants of job satisfaction among employees in Information Technology industry in Delhi. A sample of 212 employees from five Information Technology industries completed the questionnaire. T-test, one-way analysis of variance and correlation analysis is performed to arrive at results. Among the socio-demographic variables gender and caste does not seem to have any influence on job satisfaction. However age, educational level and length of service in IT industry significantly influence job satisfaction. Similarly organizational experiences of employees such as cooperation and autonomy also have significant influence on job satisfaction. The human resource managers in IT industry need to change their strategies to retain employees.

KEYWORDS

Employee, Information Technology, Job satisfaction, Retention.

INTRODUCTION

It is the process of globalization and economic reforms that give rise to the multinational corporations (MNCs) in India. The economic reforms initiated by government since 1991 has brought about fundamental change in labour market. The occupational structure has changed. There is steep rise in Information Technology (IT) industry in and around Delhi. With the rise of services sector work has become more flexible, especially in IT industries. Market uncertainties and instability of tenure give rise to job insecurity in IT industries.

Job satisfaction refers to how well employees personal expectations at work are in line with outcome. Low job satisfaction is one of the major reasons for poor retention of employees in IT industry. Various factors contribute to job satisfaction in IT industry. These factors can be classified into two categories: socio-demographic (age, gender, caste, educational level, length of service in IT industry) and organizational experience (cooperation and autonomy).

LITERATURE REVIEW

With respect to age it can be said that job satisfaction increases as age increases (Clark, et al., 1996). This is because older worker unlike younger worker have spent more time in job and adjust into satisfying job; or as worker grows older, they may have adjusted their expectations of job satisfaction and therefore it takes less to satisfy them. There is mixed result about influence of gender on job satisfaction. Some study report that women's job satisfaction is low as compared to that of men (Lefkowitz, 1994). However other studies report that there is no difference in the job satisfaction of women and men (Clark, et al., 1996). Still other studies hold that women exhibit higher job satisfaction as compared to men (Hickson & Oshagbemi, 1999).

Due to lack of studies, it is difficult to say if job satisfaction varies with caste. However sociological literature argues that Indian society is moving from caste based close society to class based open society (Sharma, 1997). This is more the case in urban India. Therefore, it can be said that caste has no influence on job satisfaction. On the question of education some studies have reported that job satisfaction decreases as education increases (Clark, 1996). A variety of factor could be responsible for this result, such as work load, reservation about adequacy of salary, unsatisfactory career advancement and so on.

There is only miniscule of studies on effect of length of service on job satisfaction. Some studies report that job satisfaction increases with length of service (Abraham & Medoff, 1984; Oshagbemi, 1997). This is because promotion is associated with the length of service and employees derive satisfaction out of this (Hickson & Oshagbemi, 1999). Promotion and other benefits associated with length of service increases job security and hence increase job satisfaction.

The cooperative relationship among coworker, superordinate and subordinate is an important determinant of job satisfaction. The emergence of individualized employment relations is seen in the absence of collective identity among software workers (Upadhyay & Vasavi, 2006). In such a situation one can expect low cooperation from coworker, superordinate or subordinates. Some studies report that support of coworkers and superordinate has an important influence to job satisfaction (Oshagbemi, 1999; Adams & Bond, 2000).

Autonomy is defined as the amount of job related independence individuals have over their daily work activities. In many studies autonomy has been reported to be contributing positively to job satisfaction (Deci & Ryan, 1985; Kreis & Brockopp, 1986). These studies related to job satisfaction guide us to formulate null hypothesis tests them for employees in IT industry.

HYPOTHESES

The objective of this research is to investigate job satisfaction among Employees working in IT industry in Delhi. This study examines the relationship between job satisfaction and socio-demographic variables (age, gender, caste and educational level, length of service in IT industry) and organizational variables (autonomy and cooperation). Following two hypotheses have been formulated in consideration for age and gender.

H1: Employee's age has no correlation with their job satisfaction.

H2: Gender has no effect on employee's job satisfaction.

Caste system is something that is unique to Indian society. Caste based discrimination is well debated in sociological literature. As there are employees from all caste groups in Indian IT sector, the third objective is to discover whether job satisfaction varies with caste group. So the third null hypothesis is also formulated.

H3: Caste has no effect on employee's job satisfaction.

It is argued that education level increases one's prospects in job market. This is true for IT industry as well. But there are employees in IT industry that does not have any university degree in computers or IT. To find the effect of education level on job satisfaction fourth null hypothesis is formulated.

H4: Employee's educational level has no effect on their job satisfaction.

Further to find the effect of length of service in IT industry on job satisfaction fifth null hypothesis is formulated.

H5: Employee's length of service has no effect on their job satisfaction.

To find the relation between cooperation and autonomy on job satisfaction sixth and seventh null hypothesis have been developed.

H6: There is no correlation between cooperation and job satisfaction.

H7: There is no correlation between autonomy and job satisfaction.

DATA AND METHODS

To test the above mentioned hypothesis a sample of 250 employees were selected randomly from five IT industries located in Delhi. All these respondents shared questionnaire to collect data. The final data set contained 212 responses with 84.4 percent response rate.

As far as variables are concerned, Job satisfaction is dependent variable while age, gender, caste, educational level, length of service in IT industry, cooperation and autonomy are independent variables.

Based on Job Diagnostic Survey (Huckman & Oldham, 1975) five items are used to construct job satisfaction scale. Each item is to be answered on five point scale (strongly disagree = 1 to strongly agree = 5). An example item is, "Overall, I feel very satisfied with my job". Factor analysis with these five items loaded the scale into one factor. However to increase the reliability one item is removed. So the final construct for job satisfaction scale consists of four items only. The total score of these four items represent job satisfaction. A high score indicates higher job satisfaction. The Cronbach's alpha for reliability comes out to be 0.729.

Further eight more items are used to measure organizational attributes that contribute to job satisfaction. Each of these items are to be answered on five point scale (very less extent = 1 to very great extent = 5). These items relate to autonomy, motivation, recognition and cooperation. When these eight items are subjected to factor analysis, they get loaded into two factors called 'cooperation' and 'autonomy'. Cooperation basically refers to the help that one gets from coworkers. It improves task performance (Jehn & Shah, 2003) which in turn gives job satisfaction. The cooperation scale consists of four items. An example item is, "To which extent you get the support of your coworkers". The total score of these four items give the extent of cooperation. High score represent higher cooperation. The Cronbach's alpha for cooperation comes out to be 0.894.

Autonomy basically refers to job related independence that individuals have over their work. It is measured as a degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in doing work (Hackman & Oldham, 1980). It gives professional identity and recognition to individuals at workplace. The autonomy scale also consists of four items like, "To which extent you are allowed to make your own decision about your work". The sum of these four items gives the extent of autonomy. Higher the total score of four items, more the autonomy. The Cronbach's alpha for autonomy comes out to be 0.741.

ANALYSIS AND RESULTS

Appropriate statistical tests have been performed keeping in view the nature and level of measurement of variables. The descriptive statistics of 212 respondents is given in table 1.

IT industry is the industries that give equal opportunities to both men and women. An independent sample t-test is performed to compare if job satisfaction differs between men and women. The result shows that there is no significant difference in the job satisfaction between males ($M = 12.54$, $SD = 3.10$) and females ($M = 12.81$, $SD = 3.20$); $t(210) = 0.632$, $p = 0.528$. Thus we fail to reject null hypothesis H2. So gender does not have any effect on job satisfaction of employees in IT industries.

TABLE 1: DESCRIPTIVE STATISTIC (PERCENT/ MEAN AND STANDARD DEVIATION) OF THE VARIABLES USED IN THIS STUDY (N = 212)

Characteristics	Frequency(n)	Percent/ Mean (M)	Standard Deviation (SD)
Age	--	33.67	7.41
Gender			
Male	112	52.80	--
Female	100	47.20	--
Caste			
General	107	50.50	--
Other Backward Class (OBC)	62	29.20	--
Scheduled Caste (SC)	43	20.30	--
Educational Level			
No university education	51	24.10	--
University education - General	116	54.70	--
University education – Computers/ IT	45	21.20	--
Length of service in IT industry	--	4.74	2.16
Cooperation	--	13.31	4.07
Autonomy	--	14.41	2.69
Job satisfaction	--	12.66	3.15

A one-way analysis of variance (ANOVA) is performed to find the effect of caste on job satisfaction. Three categories of caste are: general, OBC and SC. Numbers of respondents in these castes are 107, 62 and 43 respectively. The result of ANOVA is summarized in table 2. Levene's test upholds the assumption of equality of variances. The result shows that there is no significant difference in job satisfaction among three caste groups: $F(2, 209) = 0.492$, $p = 0.611$. Therefore we again fail to reject the null hypothesis. Although Indian society is largely a caste based society but caste is not a determinant of job satisfaction in IT industry.

TABLE 2: ONE-WAY ANOVA SUMMARY FOR EFFECT OF CASTE ON JOB SATISFACTION

Source	df	Sum of squares	Mean square	F	p
Between-group	2	9.82	4.92	0.492	0.611
Within-group	209	2081.38	9.96		
Total	211	2091.22			

Again one-way analysis of variance (ANOVA) is performed to find the effect of educational level on job satisfaction. Three categories of educational level are: no university education, university education - general, and university education – computers/ IT. Numbers of respondents in these categories are 51, 116 and 45 respectively. The result of ANOVA is summarized in table 3.

TABLE 3: ONE-WAY ANOVA SUMMARY FOR EFFECT OF EDUCATIONAL LEVEL ON JOB SATISFACTION

Source	df	Sum of squares	Mean square	F	p
Between-group	2	545.18	272.59	36.85	0.000
Within-group	209	1546.04	7.40		
Total	211	2091.22			

There is a statistically significant difference at $p < 0.05$ level in job satisfaction according to educational level of youth: $F(2, 209) = 36.85, p = 0.000$. So the null hypothesis H_4 is rejected. Post hoc comparison using Games-Howell method indicates that the mean job satisfaction for those who do not have university education ($M = 10.23, SD = 2.59$) is significantly different from those who have university education – general ($M = 12.84, SD = 2.91$). The Games-Howell procedure is the most powerful but can be liberal when sample sizes are small (less than or equal to 5). Games-Howell is also accurate when sample sizes are unequal (Field, 2000). In the present study the sample sizes are unequal but greater than 5. So Games-Howell method is used.

Further job satisfaction for those who have university education – general is significantly different from those who have university education – computers/ IT ($M = 14.98, SD = 2.31$). Also there is significant difference between those who do not have university degree and those who have university degree – computers/ IT. Overall results suggest that job satisfaction varies according to educational level of employees.

Pearson product-moment correlation coefficient is determined to find the correlation of age, length of service in IT industry, cooperation and autonomy with that of job satisfaction. Table 4 summarizes the result of the correlation analysis among these five variables. The result shows that there is a positive correlation between age and job satisfaction: $r = 0.227, p < 0.01$. Thus null hypothesis H_1 is rejected. However low value of coefficient tells that there is low positive correlation between age and job satisfaction.

TABLE 4: PEARSON PRODUCT-MOMENT CORRELATION BETWEEN JOB SATISFACTION, AGE, LENGTH OF SERVICE IN IT INDUSTRY, COOPERATION AND AUTONOMY (N = 212)

Variables	1	2	3	4	5
1. Job Satisfaction	1				
2. Age	0.227**	1			
3. Length of service in IT industry	0.872**	0.080	1		
4. Cooperation	0.543**	0.349**	0.424**	1	
5. Autonomy	0.747**	0.140*	0.623**	0.490**	1

** Coefficients are significant at $p < 0.01$

* Coefficients is significant at $p < 0.05$

The length of service in IT industry is positively correlated with job satisfaction: $r = 0.872, p < 0.01$. Therefore null hypothesis H_5 is rejected. The value of coefficient indicates that there is strong positive correlation between length of service in IT industry and job satisfaction.

Cooperation is also positively correlated with job satisfaction: $r = 0.543, p < 0.01$. Therefore null hypothesis H_6 is also rejected. There exists a strong positive correlation between cooperation and job satisfaction.

Finally autonomy is also found to be positively correlated with job satisfaction: $r = 0.747, p < 0.01$. Thus null hypothesis H_7 is also rejected. There is strong positive correlation between autonomy and job satisfaction.

These findings suggest that human resource managers need to take care of a lot of issues to improve recruitment process and ensuring better working conditions. A cautiously adopted human resource strategy keeping in mind the factors discussed in this study will help in greater retention of employees in IT industry.

CONCLUSION

Of the seven variables that are considered in this study five variables comes out to be significant determinants of job satisfaction among employees in IT industry. Two variables that do not come out to be significant determinant of job satisfaction are gender and caste group. This reveals that gender and caste are not a challenge for job satisfaction in IT industry. However educational level of employees is a significant determinant of job satisfaction. Further correlation analysis shows that age, length of service in IT industry, cooperation and autonomy are positively correlated with job satisfaction. While age is weakly correlated with job satisfaction, other three variables are strongly correlated with job satisfaction. The human resource managers in IT industries need to change their strategies to retain employees.

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