

STUDY ON FACTORS WHICH INFLUENCE HIGHER AND LOWER JOB SATISFACTION LEVELS OF EMPLOYEES OF IT INDUSTRY.

Abstract:

one of the crucial problems in the modern Industrial organisations is the development of efficient, committed and satisfied work force. The academicians are always worried to know the factors that govern the development of the job satisfaction among the employees in the organisational set up. The construction (development) of software is different from the products of other manufacturing system. Software development is an inherently human endeavour. We view job satisfaction as emerging from a variety of factors, including characteristics of the organizational environment, specific features of the job, Human Resource Practices and the personal characteristics of the employee. Job satisfaction has been widely studied. Researchers have noted that job satisfaction is directly related to employee turnover/retention rates and absenteeism and indirectly to job performance and productivity. In software industry, the software practitioners are highly paid employees, they are given lucrative salary/package, welfare

facilities and so many other things, but they do not have their own time, or working hour limits. They have no or least social and family relations and responsibilities either. The new working mode – online work or work-at-home culture of software industry has compelled its employees to be 24-hour with the company, even at home or on travel. These employees have some sort of discontent in their mind, particularly for their social relations. These employees are suffering from both ‘fatigue and monotony syndrome’. Greater satisfaction or to improve employee’s commitment to work in IT industry can contribute to greater market share and return on investment, lower manufacturing costs; improve productivity and improve the area of strategic performance. in this research paper an attempt has been made to identify the factors which leads to higher and lower job satisfaction levels of IT employees.

Keywords: job satisfaction, IT employees, higher and lower job satisfaction level factors.

Introduction

The Indian software industry has put great impetus on Indian Economy. Job satisfaction is the most vital factor of software industry. It has played a pivotal role in placing India on the global map. Almost all leading software industry avails the talent and skill of Indian software professionals. The Indian IT/ICT industry has emerged as a key growth engine for the economy, contributing around 5.6% to the country’s Gross Domestic Product (GDP) in FY 2010 (Jyothi & Ravindran, 2012). In software industry, it has been learnt that the software practitioners are highly paid employees, they are given lucrative salary/package, welfare facilities and so many other things, but one thing is important that the software practitioners do not have their own time, or working hour limits. They have no or least social and family relations and responsibilities either. The new working mode – online work or work-at-home culture of software industry has compelled its employees to be 24-hour with the company, even at home or on travel. Although, these employees are highly paid, yet some sort of discontent remains in their mind, particularly for their social relations and responsibilities, their relations with kith and kin. They are hardly given leaves, even in harsh or crucial situations. These employees are suffering from both „fatigue and monotony syndrome“. The question arises: Are these employees satisfied with their jobs? Is money the only factor of job satisfaction? Shouldn’t these employees bear their family or social responsibilities? Doesn’t this affect the quality of product, and ultimately the productivity?

One of the crucial problems in the modern Industrial organisations is the development of efficient, committed and satisfied labour force. The academicians and practitioners of Personnel Management are always worried to know the factors that govern the development of the job satisfaction among the

workers in the industrial set up. Prior to Herzberg's two factor theory it was assumed that the level of satisfaction can simply be elevated by increasing the level of financial incentive among the employees. But researchers in human relations have proved it beyond doubt that employees are not merely a factor of production but they necessarily want recognition, praise, worthiness, pride, dignity, and status from the job and the organisation. Software development industry is a little bit different from other industries because the end product of this industry is a product that is not physical. The construction (development) of software is different from the products of other manufacturing system.

Software development is an inherently human endeavour. It is not a process (although process helps), and it is not a science (although science also helps). If it simply were a process, then anyone could in a very short period of time learn to do it. If it were a science, you could give the same problem to a dozen to solve and you would get the same results from each of them. Experience tells us that neither of these things is in fact true. If it is not a process, and it is not a science, then what is it? Before answering that, consider that no two software solutions are ever alike – or at least they shouldn't be. If you find that you are creating a software solution that is exactly like something else that already exists, you should seriously reconsider what you are doing because either you are a) copying on someone else's copyright or patent or b) wasting time and money solving a problem that someone else has already solved. Implicitly this means that for each new project you begin, you must "create" a new solution. In other words, you are dreaming up a new way to solve a problem. This means that to "create" a new solution, you need – well... creativity. Creativity is an intangible. It is highly unique to each individual. It cannot be measured and for the most part cannot be taught. We often refer to this intangible as an art. Hence, who are the people who populate a team is very, very important in the context of software development. There are so many factors to be considered for the software quality and organisational effectiveness – People, Product, Process, Technology, Development Environment, customer characteristics, and Business Environment. Among all these, People are the most important factor. In the figure given below the Process sits in the centre of a triangle connecting three factors that have a profound influence on software quality and organisational performance. The skill and motivational factor of people has been shown to be the single most influential factor in quality and performance

Money is not always the main cause of job satisfaction. When employees spend a majority of their waking hours in the workplace, they need more than a paycheck to satisfy them. Using their talents, engaging them in challenging projects, offering incentives, and creating a friendly and respectful environment with low stress are among the reasons your staff will be glad to show up each day to contribute to the company's ultimate success.

In this research work an attempt is made to identify the factors which leading to higher and lower levels of job satisfaction of employees in software industry.

Factors That Influence Job Satisfaction

Environmental factors

Communication overload and communication underload: According to the ideas of communication over-load and under-load, if an individual does not receive enough input on the job or is unsuccessful in processing these inputs, the individual is more likely to become dissatisfied, aggravated, and unhappy with their work which leads to a low level of job satisfaction.

Superior-subordinate communication: It is an important influence on job satisfaction in the workplace. The way in which subordinates perceive a supervisor's behaviour can positively or negatively influence job satisfaction. Communication behaviour such as facial expression, eye contact, vocal expression, and body movement is crucial to the superior-subordinate relationship. Nonverbal messages play a central role in interpersonal interactions with respect to impression formation, deception, attraction, social influence, and emotional. Nonverbal immediacy from the supervisor helps to increase interpersonal involvement with their subordinates impacting job

satisfaction. The manner in which supervisors communicate with their subordinates non-verbally may be more important than the verbal content. Individuals who dislike and think negatively about their supervisor are less willing to communicate or have motivation to work whereas individuals who like and think positively of their supervisor are more likely to communicate and are satisfied with their job and work environment. A supervisor who uses nonverbal immediacy, friendliness, and open communication lines is more likely to receive positive feedback and high job satisfaction from a subordinate. Conversely, a supervisor who is antisocial, unfriendly, and unwilling to communicate will naturally receive negative feedback and create low job satisfaction in their subordinates in the workplace.

Vital Challenges for deriving Job Satisfaction in IT sector: Job Satisfaction has different parameters which influence it. Let me deal some of them here and these are purely by recording them from the industrial experience where these factors have influenced Job Satisfaction and also in turn affected the productivity, efficiency, effectiveness of that particular Industry.

In life two things which an individual can not choose. Those are of course Parents and the second one is your boss. A boss can provide positive motivation or he can demotivate an employee depending on his/her personality and behaviour towards the individual. Bosses who are true leaders takes more responsibility for his/her subordinates mistakes and takes less credit for the success of the team. The

other type of leaders are commonly we find in the organizations who doesn't work but blame his team for a failure and credit self when there is an award for team achievement. As Former President of India APJ Abdul Kalam said that his director and superior at ISRO Dr. Vikram Sarabhai was so encouraging his subordinate that it is a pleasure to work with him and job satisfaction and retaining with the institute is tremendous when working with such leaders. If the boss you have is encouraging, supportive, participatory and put you to task exploring, then your satisfaction towards job is high and vice versa.

There is lot of competition in ICT field. There is more demand for the high IQ engineers. Attrition levels are very high. This itself is a parameter which indicates us that the Job Satisfaction is low for those engineers who are looking for a change.

To motivate and to provide more job satisfaction ICT companies are creating a very congenial environment in the work place by providing games, snack bars, gyms, yoga centre, swimming etc.

To ensure that the executives are released of their stress and to ensure that they get better feeling and satisfaction to work in that specific IT company.

Retaining talent is a much bigger task for the HR professional. If we lose talent, to again fill that vacancy it is a tedious job for the HR. Today in the IT sector focus is on how to retain talent and how to reduce attrition rate.

Job satisfaction is an attitude and not behaviour.

Normally no boss likes his/her subordinate to be smarter than him/her. If you happen to work with this type of boss, one should be careful not to be over enthusiastic and trying to overtake boss. As the saying goes it is preferable not to be in front of your boss and rear of a donkey. If you have any innovation or creative discovery at your office the best way to get recognized is that it should be disclosed to the ultimate boss or the CMD besides putting that in the public domain of the company. This will not snatch your discovery and your name would be recognized by your co-employees and this can bring in large job satisfaction. There is all possibility if your boss is greedy can claim your discovery as his/her and may de-motivate you.

In a new environment one faces lot of initial hick ups and may get dissatisfied in his/her job. As they say that time teaches you many lessons including it bring you job satisfaction. Patience is important for realising once dreams. Dreams realization takes you to the level of job satisfaction. Definitely a satisfied employee brings in for the organization lot of positives such as more production, more earnings, more margins, more reputation, more quality, more brand equity etc. Lesson from this explanation is that have patience for reaching your goals.

If you can see your subordinates achieve job satisfaction you too will. How can we make them happy at the work place? Only by sharing their job by participating with them, providing them with ideas to explore possible alternatives vis a vis new dimensional achievements.

OBJECTIVES:

- To evaluate the factors which determine positive job satisfaction levels.
- To elucidate the negative factors which are leading to negative job satisfaction levels.

RESEARCH METHODOLOGY:

Software employees of different companies are chosen for the study (IBM, TCS, PWC, Mindtree, Tech mahindra) 180 employees are selected for the research work, their opinions are gathered and taken in to consideration of this study on different factors influencing job satisfaction levels.

Here are the main factors that contribute to increase job satisfaction of an IT employee. There are numerous factors that bring the feeling of job satisfaction in an employee.

1. Monetary benefits: Though it sounds exactly the opposite of the phrase called job satisfaction, but somewhere it does hold the truth. Imagine, if you are highly qualified and expect to get paid as per your degree. Thus, needless to say, somehow managed to settle for whatever are getting. In such cases, no matter how much work, you love your job unless and until you get paid according to your caliber, job satisfaction would never come.

2. Appreciation: Human race loves to get appreciated. Even for the smaller job that does one seek to have an appreciation, from colleagues, boss, seniors. When one gets appreciated in front of everyone it gives up a boost to their morale. When appreciation leads to encouragement, the ultimate result is reflected in the efficiency of work automatically. Therefore, the level of job satisfaction is always higher wherever appreciation is higher.

3. Being fair: It is highly noticed that wherever the organization tends to be partial between employees the level of job satisfaction drastically falls down. It is not only for the employee towards whom the organization is partial but also amongst others. When one realizes that no matter what and how the performance is, the organization is going to be biased, the employee begins to feel detached to the organization which supposedly brings the level of satisfaction down. On the contrary, if an organization is entirely fair towards each individual. The job satisfaction is grown since, this brings a trust in employees that their performance would get the necessary recognition.

4. The feel of belongings I:

Most of the organization fails to understand this fundamental factor, whereas many have started acting towards it. If an employee feels that he is considered as an important part of the team, he belongs to the organization then there are higher chances of job satisfaction. Texting or mailing an employee on his/her birthday, communicating the crisis to even at ground level employee, making special efforts during festive seasons, all these small little gestures make an employee believe that he or she belongs to the firm. This brings job satisfaction and loyalty together.

5. A mixture of formal and informal approach: It gives a tough time to management in deciding which approach to adopt. The reality is, a balanced approach is best on any given day. An employee is going to be highly satisfied with his or her job if the balance between formal and informal approach is

strictly maintained. Suppose, in an organization, seniors and the boss is too strict, they don't even allow employees to have a friendly chat with each other. And in another scenario, there is one more organization which is too lenient. Boss is over friendly, everyone keeps on chit chatting. Deadlines are hardly met. Now, both the cases are wrong. In an environment where everything is too formal, an employee is going to feel suffocated. Whereas on the contrary in an informal environment where there is no completion and pressure, nothing would motivate him or her. In both the cases job satisfaction would be lesser.

6. Anticipated growth: Each employee or a working personnel, works to get better day after day. If he or she is kept in one place for a longer period of time, then, it is natural that the employee won't feel good. The seed of bitterness towards the organization would get sown. The chances of no growth even after years of service would makes the morale of the person fall drastically down. Whereas, if an employee gets recognition for his or her hard work, his or her promotion or increment is done, he or she will feel satisfied with their jobs. They will see to it as if they are getting the fruits of their hard work which will further inspire them to do more.

7. Adequate working conditions: There are more than just monetary benefits when it comes to having a career or getting a job. If an organization is not keeping or providing an appropriate working condition, then it is natural for employees to feel dissatisfied and unhappy about the same. If adequate facilities are provided to each and every employee it assures that there won't be any complaint from the employees' side. Having a proper working condition adds up to the level of job satisfactions.

8. Addressing grievances: Wherever number of people work together, the complaints are ought to rise on either of the sides. Be its management or workforce most of the time they are into tassels. There are times when management cannot fulfil the demand demanded by the workforce due to numerous reasons. Whatever the case may be, if the grief of an employee is heard and addressed by the authorities, it restores the faith in the organization. This is another factor that completely contributes to the job satisfaction. In an organization where the workforce is always blamed and their grievances are never answered, chances of low job satisfaction are more amongst the employees.

9. Initiation and leadership: If an employee is given an equal number of opportunities to showcase their talent, take the lead and initiate then the chances of having a higher level of job satisfaction is more. Suppose in an organization, no employee is asked to give suggestions, nobody is bothered to inform them about the decision. There are only few figures who lead the team always. In such conditions any employee wouldn't feel satisfied for whatever job he or she is currently doing. It will seem to them as if they are just machines to follow orders and not to give any opinion to the organization.

10. Credits: This is certainly more important than monetary benefits given to employees. If an employee does well in his or her project, which is supposed to be represented somewhere at a conference, it means a lot to him or her to have a name below the same. If an organization never gives the credits to their employees then the chances of being disappointed are higher. This won't motivate him or her to do better again. On the other hand, if an employee is rewarded and given due credit for the dedicating hard work that he or she has put into the project, then the level of satisfaction is brought in by the feeling of confidence and accomplishment.

11. Frequent changes: It is going to be a huge turn off for any employee if she or he has to change the place frequently. People seek for a job because they want to gain stability in their lives. Most of the time it is seen that people prefer having a fixed job, and a fixed place. Thus, if an employee is transferred every now and then, it in a way disturbs his or her routine as well as family set up. Most of the working professionals are having children and older aged parents to look after and in such cases transferring or instability at work gives a tough time. Thus, when there is growth, but not instability and frequent changes in the working style and spirit, the chance of having a higher level of job satisfaction is more.

12. The feel of being loved: It is noticed that if an employee has good bonding with colleagues and seniors then the job satisfaction level is higher. One feels like coming to the office and performing the job. If the environment is not friendly, office politics is at its peak, malpractices are done, then all these factors together leave no stone unturned in discouraging an employee for not coming to the office. Hence this feeling of being loved and wanted by everyone around you brings positive vibes.

13. Safety and security: These days companies are taking endless measures in order to see that an employee is catered different kind of facilities like health care and medical checkups. There are a few institutions that also provide insurance policies at a little lower rate. Hence, this aspect of safety and security plays a major role. If an employee doesn't feel safe and secured at the organization that he or she works in, the level of job satisfaction is ultimately going to fall. It is as necessary for an employee to have the safety and security of his career as it is to have a monthly salary.

14. Challenges: There are few types of employees who love to experiment, they like it when challenging job is assigned to them. To them the challenge is always associated with ability and capability. They feel that if an employee is given a challenging job it means that the leader trusts his or her capacity to fulfill the expectations. Thus, wherever challenges are involved the level of job satisfaction automatically raises up. If a person is given a monotonous job to perform each and every day the level of interest at which he or she will perform at initial stages dips down as the time keeps passing. Therefore, maintaining a level of challenge always brings job satisfaction. It restores the faith of an employee that – “yes! I can do it, I deserve it.”

15. Trust of organization: One more factor that largely contributes when it comes job satisfaction is trust of the organization. If the management or leaders begin to show that they trust the employees of the organization, the job satisfaction rises as compared to when there is no trust shown in employees. A person who works where management doesn't trust their own employees doesn't feel closely related to the organization. Therefore it is important for an organization to show that they do trust their employees.

16. Responsibilities: This suggests that when an employee is given a bigger responsibility it makes him or her conscious about the fact that the employers think him or her as a capable and trustworthy candidate. Jobs where responsibility is involved always carry a higher level of satisfaction. The idea of responsibility and the feel that one gets when the responsibility gets accomplished cannot be traded with anything in the world. If an employee is not given any responsibility to handle, ultimately the result is that the person feels detached and doubts about self worth which immediately affects the job satisfaction. An employee handling number of responsibilities is always the one who is confident and hence feels satisfied with the job as compared to the one who hardly gets any responsibility to fulfill.

17. Creativity in job: Job satisfaction is always higher wherever creativity is involved. If a person is involved in some creative jobs where he or she is suppose to be creative the satisfaction level. The creative freedom gives a sense of fulfillment whenever any project is complete. It makes an employee feels as if the project belongs to them for their creativity is there. Even if it is just a creative sentence that they have put in, means a lot to them. On the other hand, in jobs which are monotonous, the employee won't feel like he or she belongs to the project. The alienation takes place and hence the job satisfaction level falls drastically.

18. Management: If the organization is well managed, everything happens on time. There is less amount of mis communication, management works tirelessly and motivates other employees as well then the satisfaction level that any employee would get there would be much higher. On the other hand, if the management is least bothered and no work is done on time, then automatically the satisfaction level of job comes down.

19. Personal interest and hobbies: People who pursue their hobbies and interest as their career, gain highest level of satisfaction in whatever they do at their workplace. This is because their job is not a job for them, but a way of getting closer to their interest and making money. Whatever they will do

will be more than just to have a promotion. When people opt for jobs that are related to their interest they actually put their soul in each project of theirs and this brings lots of job satisfaction to them.

20. Intelligence: It is also noticed that jobs which involve usage of gray matter every now and then seems to be more mentally fulfilling than the ones where no or lesser usage of intelligence is required. Jobs like researching, investigating, creating, visualizing are the jobs where one is constantly required to think! This process of thinking makes him or her feel as if they are not robots working, but humans putting their brains in the work or the duty assigned to them.

21. Recognition: If an employee is working at a level where higher recognition of the job is involved like, journalists – they get their names below the report, they are seen on television. Same is with actors, people love them, they recognize them very well. In such job profiles the level of job satisfaction is always higher. Even if they are paid less still they would love to do the job for the sheer amount of satisfaction that they get.

For each working personal job satisfaction has a different meaning. There are different factors that influence the level of job satisfaction. The ones that are listed above are the most common ones. It is vital for an employee to have a satisfaction level derived from the job that he or she is doing. Merely making money is easy but, then there are times when no matter what you are earning the satisfaction level becomes zero and you end up being depressed. Therefore, seek to have a job satisfaction in any job that you take up.

CHALLENGES FOR DERIVING JOB SATISFACTION IN IT SECTOR

1. Support of Boss- A boss can provide positive motivation or he can demotivate an employee depending on his/her personality and behaviour towards the individual. Bosses who are true leaders takes more responsibility for his/her subordinates mistakes and takes less credit for the success of the team.
2. Some of the leaders commonly we find in the organizations who donot work but blame his team for a failure and credit self when there is an award for team achievement.
3. Stress in the minds of Software Engineers
4. Today in the IT Sector, the software engineers are overburdened with the jobs they have been assigned. They find no time for their relatives and friends, and for entertainment.
5. There is lot of competition in the IT field. There is an increasing demand for the high IQ engineers. Attrition levels are very high. This itself is a parameter which indicates us that the Job Satisfaction is low for those engineers who are looking for a change.
6. Retaining talent and skill is a herculean task for the HR Manager due to the attitude of leaving the organisation for betterment and for want of satisfaction by the IT Engineers. In the software field if we lose talent, it is very difficult to proceed further with task left by escaping software engineers and at the same time it is difficult to again fill that vacancy for the HR Managers. Today in the IT sector focus is on how to retain talent and how to reduce attrition rate.
7. Job satisfaction is an attitude and not behaviour.
8. Negative attitude of Bosses. Normally no boss likes his/her subordinate to be smarter than him/her. If it happens to someone then to work with this type of boss, it is very difficult and at some

instances the boss may demotivate and be claiming the innovation or creative discovery of his/her own. One has to be careful not to be over enthusiastic and trying to overtake boss.

Causes Long Working Hours and After Office Work In India the subjects reported average working hrs of 10.5 hrs while in USA it was 7.5 hrs. Apart from these regular hours, 73 % subjects in India and 66 % subjects in USA have to work in office late night and on holidays once a month. Almost all subjects in USA have to work from home late night for an average time of 1 ½ hrs to coordinate with their offshore teams. Giri A. (2010) observed that prevalence of physical discomfort was higher among those who used computers for more than 8 hours/day ($p < 0.05$). **Prolonged Sitting** The average time spent for rest breaks (coffee breaks and small exercises) by the subjects in India and USA is 18 minutes and 17.5 minutes respectively. The remaining time is spent sitting on the office chair. According to John J et al (2006) back pain is one of the most common workrelated injuries and is often caused by ordinary work activities such as sitting in an office chair. Rao KC et al (2009) found a significant correlation between duration of work without a break and frequency of symptom occurrence. **Interaction with Visual Display Unit** The average hours spent on work on computers by subjects in India and USA are 8.2 hrs and 8.5 hrs (6 hrs in office and 2 .5 hrs at home) respectively. Apart from this, 93% of subjects in India and 100% subjects in USA spend about 1.5 hrs on weekdays and about 5 hrs on weekends on laptop or television for relaxation. It was found that there was a gradual increase in visual complaints as the number of hours spent working on computers daily increased and the same relation was found to be true for musculoskeletal problems as well (Talwar R., 2009).

Lack of Adequate Exercise The study shows that the average time spent on small exercise in office is just 6 minutes for Indian subjects and 7.5 minutes for onsite subjects. Only 40% of subjects in India do regular exercise at home. None of the subjects use exercise and sports facility at office. According to Choudhary et al. (2003) 66% of subjects do not exercise adequately. **Coping Strategies Sleep:** A good sleep was found to be the most common strategy to cope up with the health concerns. All the subjects in India and USA sleep for 6 to 7 hrs on weekdays and more than 7 hours on weekend to cope with eye strain, headache and body ache. **Physical Exercise, Swimming, Walking and Sports:** 88% subjects in USA spend about 1 hour daily in these activities while the same is done by only 40% subjects in India. **Relaxation at Home:** 100% respondents of both the groups reported that they spend 4 to 6 hours on weekends on activities like prayer, shopping and parties. They also spend an average of 5 hours on laptop and television for relaxation. **Breaks During Work:** According to this study all the subjects working onsite and offshore take rest breaks on an average 2 times a day. The average total time spent on these breaks in a day was found to be 12 minutes and 10 minutes for offshore and onsite subjects respectively. Henning (1997) reported that frequent short breaks can benefit worker productivity and wellbeing. These breaks can be in the form of coffee beaks or include small exercises like stretching.

CONCLUSION: This study reveals the major factors which are contributing their role in an IT employee job satisfaction levels. It can out focussed that a significant proportion of the computer professionals were having health problems like eye strain, headache, body ache, general fatigue etc. Long working hours and constant use of visual display units are the major causes of such problems. Proper rest breaks, physical exercise, adequate sleep and relaxation at home are very easy and beneficial strategies to cope with the health problems. These strategies will help to prevent serious health problems among people working in the computer field which can ultimately increase job satisfaction and work productivity.

REFERENCES

- [1] Jain (2010), “*Impact of TQM on employees’ job satisfaction in Indian software industry*”, 2010 International Conference on e-Education, e-Business, e-Management and e-Learning.
- [2] Boehm (1981): “*Software Engineering Economics*”, Prentice Hall.
- [3] B.G. Dale (1999), *Managing Quality*, 3rd ed., Oxford, Blackwell.
- [4] B.S.Jyothi and Dr. P.T. Ravindran: *Employee Job Satisfaction in Software and ITeS units in Bangalore - An Empirical study*, Business Management Dynamics, Vol.2, No.6, Dec 2012, pp.46-55.
- [5] Gardner and J.Carlopio (1996), “*Employee affective reactions to organizational quality efforts*”, International Journal of Quality Science, Vol. 1 No. 3, pp. 39-49.
- [6] Dale, B.G. Dale, C.L. Cooper, and A. Wilkinson (1997), *Managing Quality and Human Resources: A Guide to Continuous Improvement*, Blackwell, Oxford.
- [7] K. Noorliza (1999), “*The impact of TQM practice on employees’ work-related attitudes*”, MBA unpublished research report, University Science Malaysia, Penang.
- [8] K. Noorliza and A.A. Zainal (2000), “*Quality practices that pay: empowerment and teamwork*”, Malaysian Management Review, Vol. 35 No. 2, pp. 66-76.
- [9] L.M.Shore, L. A. Newton, et al. (1990), “*Job and Organizational Attitudes in Relation to Employee Behavioral Intentions.*” Journal of Organizational Behavior 11(1): 57-67.
- [10] L.W. Philips, D.R.Chang, and R.D. Buzzell, R.D. (1983), “*Product quality, cost position business performance: a test of some key hypotheses*”, Journal of Marketing, Vol. 46, pp. 26-43.
- [11] Mirza S. Saiyadain (2004), “*Human Resources Management*”, Tata McGraw Hill Pub. Co. Ltd., N. Delhi, 3rd Ed. pp. 12-48.
- [12] N.K. Pidikoti, K. K. K. Chand, A. Chandra Mohan, B. C. Lakshmana (2014), “*Job satisfaction of the executives in software (ICT) industry*”, Sai Om Journal of Commerce & Management, Vol. 1, Issue 2, pp 35. (www.saiompublications.com).