



EXPLORATION, ANALYSIS AND EXPLANATION OF 'EMPLOYEE SATISFACTION' AS AN ORGANIZATION DEVELOPMENT AND GENERAL IMPROVEMENT TOOL FOR THE IT SECTOR OF PAKISTAN

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Pakistan's IT industry is currently one of the top performers as compared to other industrial sectors within Pakistan. As per the findings of Ahsan (2008), despite the fact that Pakistan's IT industry is competitive (with respect to other industries within Pakistan!), its true potential is yet to be unfolded. Ahsan (2008); states that Pakistan's so called competitive IT industry has to be in lined with the international performers (Particularly South Asian economies!). A simple proof of this statement can be obtained from the fact that Pakistan's general economy is 1/5th of Indian economy. This must be true for IT sector of both the economies, which, unfortunately is not the case because Pakistan's IT sector is currently 1/27th of the Indian IT Sector. Ahsan (2008) believes that partial reason of this unwanted difference may be revenue models, business practices and political situations of the two countries. Other than these reasons Ahsan (2008) believes that several soft issues are also responsible for this industrial difference. Out of these soft issues 'motivation' is one such important factor. The role of motivation as an imperative soft issue for revitalizing workforce can also be reproduced for the discussion concerning the role of 'basic employee satisfaction' as an organization's productivity and quality enhancement tool. Employees, being an integral asset of the organizations, impact organizations in accomplishment of their objectives. The impact of employee satisfaction in software industry of Pakistan is relatively less known but plays significant role. This paper analyzes the major causes of employee satisfaction and the impact of employee satisfaction on quality and productivity dimensions (particularly) in the IT organizations in Pakistan. This research presents analysis of 'Employee Satisfaction' for IT sector of Pakistan. The study not only explores but also presents detailed explanation and analysis of the subject area for the IT industry of Pakistan by using necessary qualitative and quantitative research methods. The paper also explains all the important issues (As identified in PhD Thesis of Ahsan) arising due to underprivileged employee satisfaction. As a result of detailed analysis performed, the paper finally identifies important recommendations for improving employee satisfaction. The study analyzes the major causes of employee satisfaction / dissatisfaction and the impact of employee satisfaction on various organizational parameters (for instance quality, productivity etc).

Keywords: Employee satisfaction, Quality & productivity

Abbreviations and Acronyms:

IT : Information Technology
Organizations : IT Organizations within Pakistan
Sector : Industry
Industry : IT Industry
Study : Research Paper / Paper
Observation : Observations from the Thesis of Ahsan 2008

1. Background

This research paper is an extension to the research paper written during the study of course; 'Software Quality Management', offered at CASE, Islamabad, taught by: Dr. Ali Ahsan in Fall 2007. The motivation of this research paper comes from one of the research question that is part of Dr. Ali

Ahsan's PhD Thesis. The extended version of the research is actually extraction of one of the chapter of PhD thesis of Dr. Ali Ahsan and extension of the last research paper published in 11th QMOD conference organized at Lunds University, Campus Helsingborg, Sweden from 20th August 2008 to 22nd August 2008 (<http://www.ch.lu.se/qmod>). The last paper that was published in QMOD only explored 'Employee Satisfaction' in IT industry of Pakistan. This research paper however, takes a step further by explaining and analyzing 'Employee Satisfaction' as an organizational development and improvement tool.

It is very much predominantly clear to us that employee satisfaction has a deep impact on parameters concerning organization for instance

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productivity, quality, performance Etc. Understanding how employee satisfaction really and actually impacts an industry is a multifaceted job due to variability and the diversity of parameters involved such as norms, values, customs, civilization, ethics, styles, requirement, behavior, environment, scope, psychology, religion Etc. Several of the researchers, philosophers, theorists, industrial figures, scientists have presented various concepts that explain how employee satisfaction affects organizations' success, revenue, effectiveness, efficiency, quality and other parameters. Various studies conducted by various researchers have been carefully interpreted and understood before proceeding with the research in this paper. This has been done in order to understand that how employee satisfaction in IT organizations should be studied. Researchers that have worked on employee satisfaction have presented diverse ideas for organizational improvement. It cannot be assumed that one idea is acceptable over another. Each philosophy has its own strengths and flaws. In order to carry out an effective research, the superlative ideas from various researchers have been combined together in order to comprehend the dynamics of employee satisfaction in Pakistan's IT industry in an effective manner. Insight into the ideas of various researchers help in understanding which satisfaction parameters should be studied as a top priority in order to study the existing employee satisfaction and which parameters should be addressed for improvement in employee satisfaction. Summary of many of these ideas is presented in literature review.

2. Literature Review

Literature review reveals that employee satisfaction has been a major concern for several researchers like for instance Hoppock (1935) [10], Roethlisberger & Dickson (1939) [11], Morse (1953) [12], Herzberg (1966) [13], Locke (1969) [14], Falcione (1974) [15], Falcione, McCroskey, & Daly (1977) [13], Richmond & McCroskey (1979) [17]. Many of researchers have performed various analyses in which they have tried to locate relationship of employee satisfaction with various other parameters. Based on the collective findings from the literature studied following factors (independent variables) have been analyzed in this research in relation to satisfaction of employees (dependent variable): individual quality of work, commitment level [6], pay [1,2], career growth [6,9],

work environment [3], supervisor's attitude [3,5], empowerment [3], feedback [3], performance evaluation [6], well defined job responsibility [3], interest level with the job [3], process quality, organizational quality [7], employee moral and work ethics [4], availability of resources, communication level [3], trainings [6], absenteeism [3,4], turnover [2,3], organization standard, quality of work output by the organization [7,8], customer satisfaction [8], relation with co-workers [3] and productivity of the organization [1].

Employee satisfaction has close relationship with organization's productivity. According to Richmond, McCroskey and Davis (1982) [1]:

"While much of the research to date has been concerned with the relationship between employee satisfaction and productivity, the findings have been mixed, with some indicating a positive relationship (Dunnette, Campbell, & Jaastad, 1967, Locke, 1969, 1976; King, 1970) and some failing to find such a relationship (Brayfield & Corckett, 1955; Vroom, 1964). At best, the research may permit us to conclude that employee satisfaction may increase productivity or job performance under some circumstances in some types of organizations."

Among many other finding in their research Richmond, McCroskey and Davis closely study the relationship of employee satisfaction with communication, innovation, and superior-subordinate relationship. [1] Like Richmond, McCroskey and Davis, the importance of employee satisfaction has also been observed by Aamodat (Undated) [2] who considers employee satisfaction as being beneficial to the organization rather than happiness of employees own sake. Woods (1993) [7] suggests what organizations should follow to satisfy their employees. He argues that staffs in an organization are clientele in disguise. According to him, the relationship between a company and its employees closely resembles the relationship companies have with their customers. This is a sort of expectations and their fulfillment relationship.

According to Wikipedia Resource :

"Locke (1976) presents Range of Affect Theory in which he argues that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position)

moderates how satisfied or dissatisfied one becomes when expectations are / aren't met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively and negatively, compared to one who doesn't value that facet" [4].

Despite many theories have been studied the most important is that by Maslow (1954) [18], who published "Motivation and Personality" that introduced his theory about how people satisfy various personal needs in the context of their work. According to his theory there is a general pattern of needs and satisfaction that people follow in general. According to Maslow a person could not pursue the next higher need in the hierarchy until her or his currently recognized need was substantially or completely satisfied. Like Maslow, Clayton Alderfer [19] proposed the 'ERG Theory' that catered some of the deficiencies in Maslow's theory. The ERG Theory like Maslow's theory, describes needs as a hierarchy. The letters ERG stand for three levels of needs: Existence, Relatedness, and Growth. Like Maslow's model, the ERG theory is hierarchical.

Herzberg (1959) [20] formulated Theory of Motivators and Hygiene Factors commonly known as 'Two Factor Theory'. This theory presents two-dimensional paradigm of factors affecting people's attitudes about work. According to this theory factors such as company policy, supervision, interpersonal relations, working conditions and salary are hygiene factors rather than motivators. According to the theory, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction.

Lounsbury, Moffitt, Gibson, Drost and Stevens (2007) [9] present extremely important paper by the name "An investigation of personality traits in relation to job and career satisfaction of information technology professionals". In this paper they present study that addresses the job and career satisfaction of information technology (IT) professionals. The theory hypothesizes that eight traits are significantly related to both job and career satisfaction. These eight traits are assertiveness, emotional resilience, extraversion, openness, teamwork disposition, customer service orientation, optimism, and work drive. In their paper they quote:

"Job satisfaction of IT professionals is related to employee turnover (Bartol and Martin, 1982; Bartol,

1983), which is a persistent problem in the IT field (e.g., Jiang et al., 2001)."

Study by Pyman, Cooper, Teicher and Holland (2006) [8] compare the effectiveness of different voice mechanisms across three criteria: perceived managerial responsiveness to employee needs, perceived job control and perceived influence over job rewards. According to their analysis, it is revealed that voice was perceived as most effective when an amalgam of different forms was present.

Although many theories exist, few of the most appealing researches are by Currall, Judge, Kohn and Towler (2005) [3] who talk about the relationship of benefits, compensation and pay with employee satisfaction. Another important study is by Berson and Linton (2005) [5] who examine relationships between leadership style, quality, and employee satisfaction in R&D versus administrative environments.

3. Objectives

This research addresses the factors concerning 'Employee Satisfaction' that impact quality of work done and productivity in software organizations in Pakistan. The research reveals employee satisfaction as an integral factor for organizations in Pakistan for obtaining competitive advantages in terms of both quality and productivity. Employee satisfaction is an attribute pertinent to the workforce, which proves to be a valuable asset for the development of any sector. It is intended that findings of this research can be used to bring improvements in the work being done in the IT industry. This may serve as a valuable contribution in uplifting the IT economy of Pakistan. This paper attempts to argue about the underline fact that management within IT organizations of Pakistan should focus on factors affecting the employee satisfaction and therefore try to manage workforce and organizational parameters accordingly.

4. Significance

It is important to emphasize the fact here that historically no similar exploratory and explanatory research has been conducted for the IT industry of Pakistan that formally helped in understanding, clarification, explanation and analysis of 'Employee Satisfaction' for IT industry of Pakistan. Till date there is no understanding of how employee satisfaction impacts IT organizations.

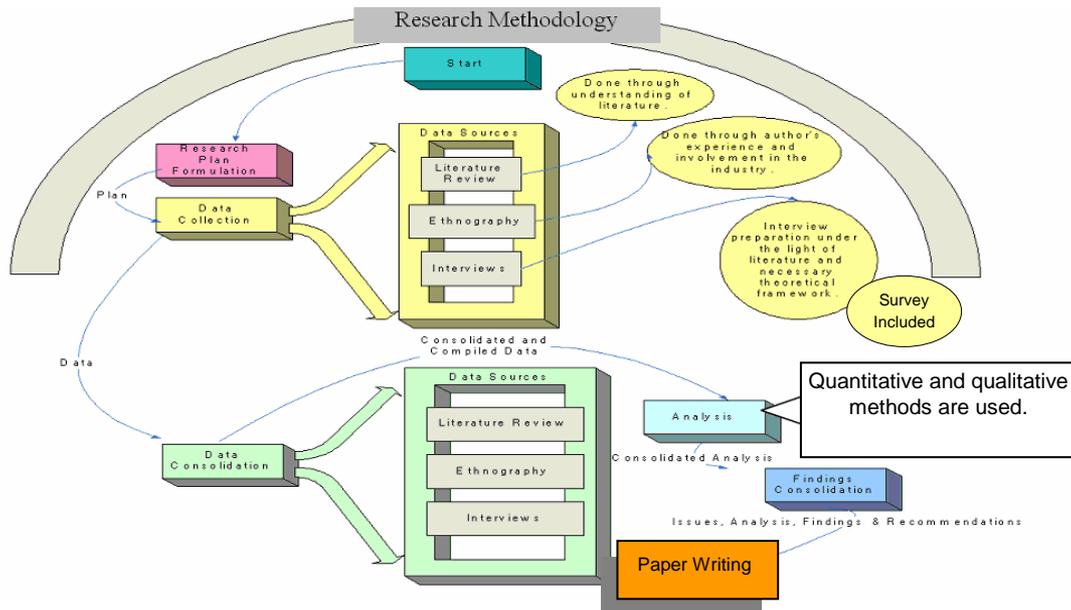


Figure 1. Research Methodology, Incorporating 'Ethnography' to IT Based Researches.

5. Research Methodology

Initially factors affecting employee satisfaction were identified from the literature review. After this the relationship of employee satisfaction with quality and productivity and other organizational parameters was analyzed for organizations in Pakistan. A questionnaire was used in order to collect necessary data. This questionnaire highlighted the factors that are source of satisfaction or dissatisfaction. The questions used in the surveying tool, concerned general level of satisfaction of employees and the belief of top level managers and policy makers about the role of employee satisfaction on quality and productivity. It was ensured that questions were easy to understand, short and less time taking. The survey presented a range of options from 1 to 10 to employees for collecting their feedback. Lowest range depicted strong dissatisfaction and was given a '1' weightage. Whereas highest range depicted strong satisfaction corresponding and was given a '10' weight-age. In addition to these questions having a range of options; general questions were also asked from employees in order to obtain understanding for their views. In order to carry out a meaningful, understandable and in-depth statistical analysis, questions were designed in a format that the response could then be easily translated into statistical figures for subsequent analysis.

Finally it is extremely important to note here that surveys / interviews were studied together with the observations¹ that the author² of this thesis [21] generally acquired. The given research is exploratory, explanatory and analytical in nature. Both qualitative and quantitative methods are used. The research presents cross sectional research. Figure 1 explains the research methodology in detail.

6. Research Questions

Research questions of this paper are a subset of questions identified by Ahsan (2008) in his Ph.D research report [21]. The questions which are addressed in this paper are as follows (but not limited to) :

1. What is the general level of satisfaction of employees in Pakistan's IT industry?
2. What is the general belief of managers, executives, leaders, consultants, educationist and policy makers about the roles of 'Employee Satisfaction' for the organizational / industrial improvement of IT sector?
3. How 'Employee Satisfaction' helps in organization development?

¹ One of the authors (Dr. Ali Ahsan) of this research paper was working on a Ph.D Thesis and performed ethnography for research. Observation(s) here and afterwards refer to findings of the ethnography by Mr. Ali Ahsan.

² Ali Ahsan (2008)!

4. At which organizational level employees feel more satisfied and dissatisfied?
5. How 'Employee Satisfaction' impacts quality and productivity within an organization?
6. Which other organizational factors are affected by 'Employee Satisfaction'?
7. How 'Employee Satisfaction' impacts employee moral, values and work ethics?
8. Which factors within the organizations make employee feel satisfied? or What satisfies employees in IT sector of Pakistan?
9. Which factors external to an organization hinder 'Employee Satisfaction'? or What dissatisfies employees in IT sector of Pakistan?
10. What is the relationship of job satisfaction with 'Employee Satisfaction'?
11. What is the relationship of job commitment with 'Employee Satisfaction'?
12. What is the relationship of supervisors' behavior with 'Employee Satisfaction'?
13. What is the relationship of 'Compensation and Benefits' with 'Employee Satisfaction'?
14. What is the relationship of definition of roles & responsibilities with 'Employee Satisfaction'?
15. What is the relationship of employee's interest and organizational objectives with 'Employee Satisfaction'?
16. What is the relationship of office hours with 'Employee Satisfaction'?
17. What is the relationship of organizations' competitive advantage with 'Employee Satisfaction'?
18. What is the relationship of team work with 'Employee Satisfaction'?
19. What is the relationship of organizations' environment with 'Employee Satisfaction'?
20. What is the relationship of employees' personal development with 'Employee Satisfaction'?
21. What needs to be done at organizational, governmental (industrial), individual, managerial and social level in order to improve 'Employee Satisfaction'?
22. How the factors (ones that affect 'Employee Satisfaction') trigger satisfaction or dissatisfaction?
23. What trigger the factors that cause dissatisfaction?

7. Limitations

Most of the discussion in this paper has been restricted to the factors that were already identified in previous researches and literature. [1,3,4,5,7-9]

Finally data collection for this paper was done from IT organizations in Islamabad.

8. Data Sources

1. Literature
2. General Observation / Experience
3. Surveys / Interview: Conducted for 33 IT employees randomly in 13 different IT organizations in Pakistan.

9. Data Collection Method

The data collection was done through three main resources as stated earlier. For the surveys / interviews, data collection was mainly done using a pre-defined questionnaire that was formulated after carefully consulting the literature and the research questions. This questionnaire was later circulated to various employees in IT industry randomly. Each employee was explained the questionnaire thoroughly. 33 surveys / interviews were conducted for the data collection from various employees. Although no specific segregation was done, yet mainly most of the surveyed employees were technical staff members. It was also ensured that each employee interviewed must have at least more than one year experience in his / her current organization. This was purposely done in order to make sure that each employee well understood their respective organizations.

Random sampling method was done for choosing the interviewee. 'Online and Virtual Observations' was also used for data collection. It is important to mention here that due to the contextual nature of the subject being studied in this paper, the researcher³ had to deeply immerse in the subject by being part of the IT industry itself.

10. Data Analysis Method

In order to analyze data, both qualitative and quantitative methods were used. Moreover, statistical tools were applied on the data for concluding results. These tools include the following:

For Qualitative Analysis: 'Brainstorming' and 'Cause and Effect Diagram' were used.

For Quantitative Analysis: Histogram, 'Bar Graphs', Correlations and Scatter Plots were used.

³ One of the author i.e. Mr. Ali Ahsan!

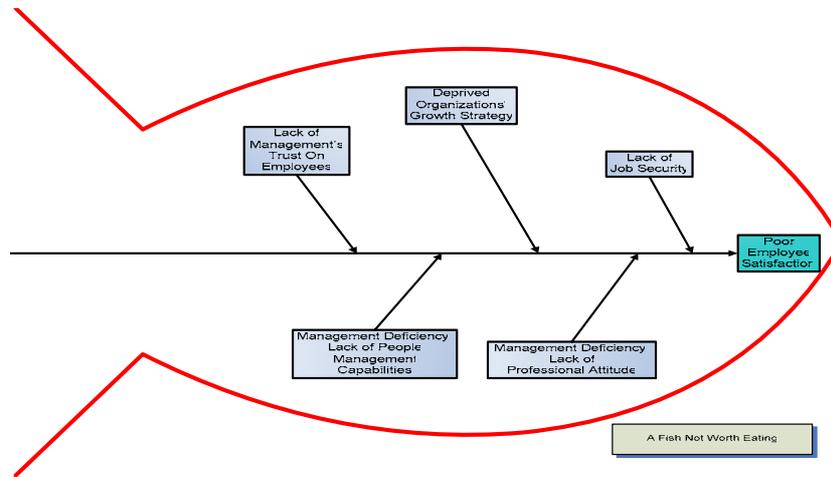


Figure 2. Employee Satisfaction Issues as Identified from Author's PhD Thesis (A Fish Not Worth Eating)

11. General Analysis / Findings

Figure 2 helps us in explaining the issues using a fish bone diagram as follows:

All these issues result in employee dissatisfaction. It is important to mention here that in most of the cases employees agreed and thought that employees' low satisfaction was result of management's incompetence. It is important to note here that when employees who were interviewed / surveyed were consulted regarding which specific management practices cause low employee satisfaction then majority focused on issues like lack of managements' trust on employees, lack of professional management and lack of managements' capabilities to manage people. In addition to this many employees also believed that one of the reasons of low employee satisfaction is lack of job security and deprived managements' vision for future business planning.

Figure 3 presents consolidated data findings :

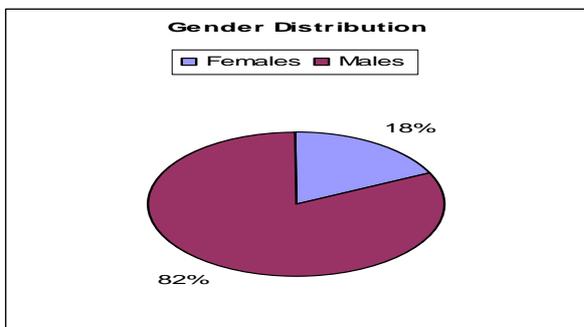


Figure 3a. Distribution of Gender

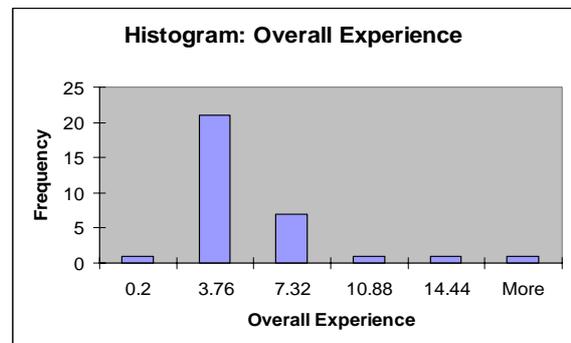


Figure 3b. Distribution of Experience

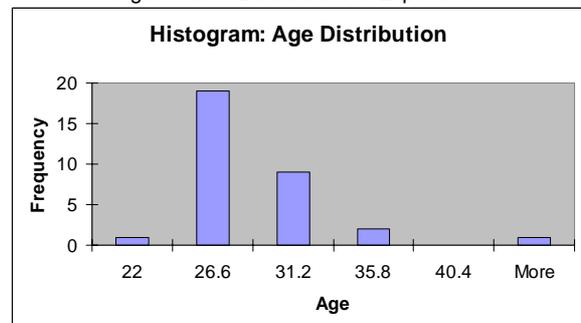


Figure 3c. Distribution of Overall Age

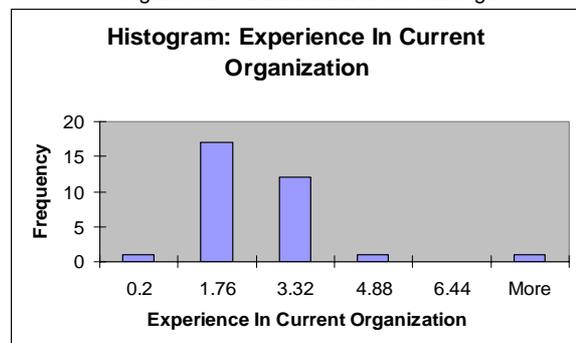


Figure 3d. Experience in Current Organization



Figure 4. Employee satisfaction/ dissatisfaction w.r.t staff level.

Figure 4 suggests that top management is largely satisfied. None of the employees at top management level are dissatisfied. At 'Middle Career' level, however, satisfaction level is more or less balanced. Problem can be observed at 'Early Career' level mainly. From the illustration it is evident that in most of the cases employees at 'Early Career' level are dissatisfied. Generally at all organizational levels, employee dissatisfaction is higher than satisfaction. This figure also suggests that as dissatisfaction penetrates lower level of organization, the overall satisfaction level within the organization decreases. One of the reasons behind this important fact could be that normally, staff strength is higher at lower organizational hierarchal level as compared to higher organizational hierarchal levels.

Figures 5a and 5b reveal that employee satisfaction plays a major role in determining organizations productivity and quality.⁴

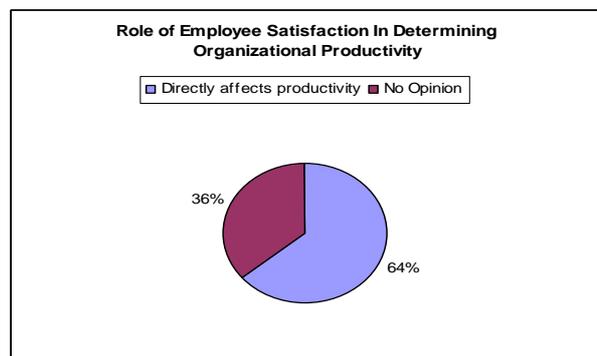


Figure 5a. Role of Employee Satisfaction in Determining Organizational Productivity

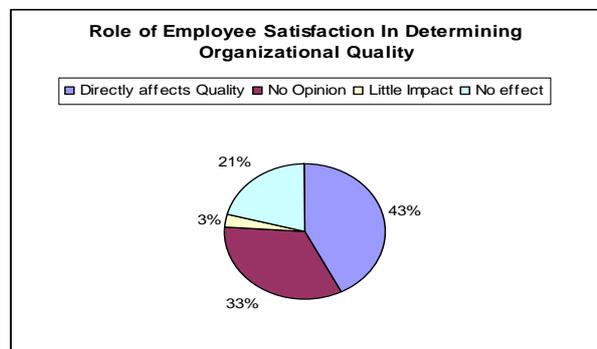


Figure 5b. Role of Employee Satisfaction in Determining Organizational Quality

⁴ Observation supports this important phenomenon.

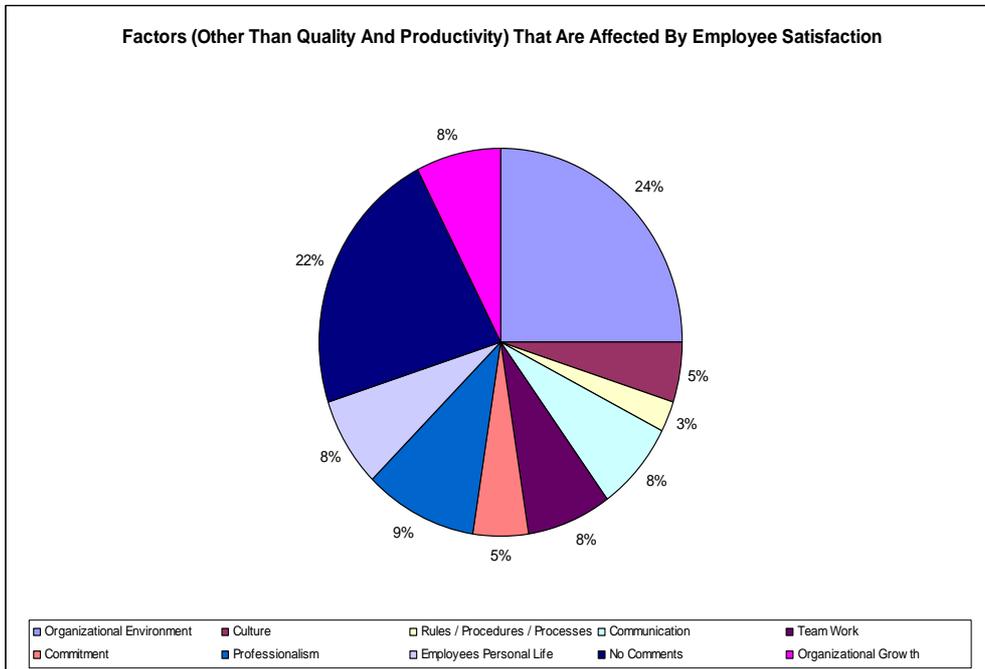


Figure 6. Factors (Other Than Quality and Productivity) That are Affected by Employee Satisfaction

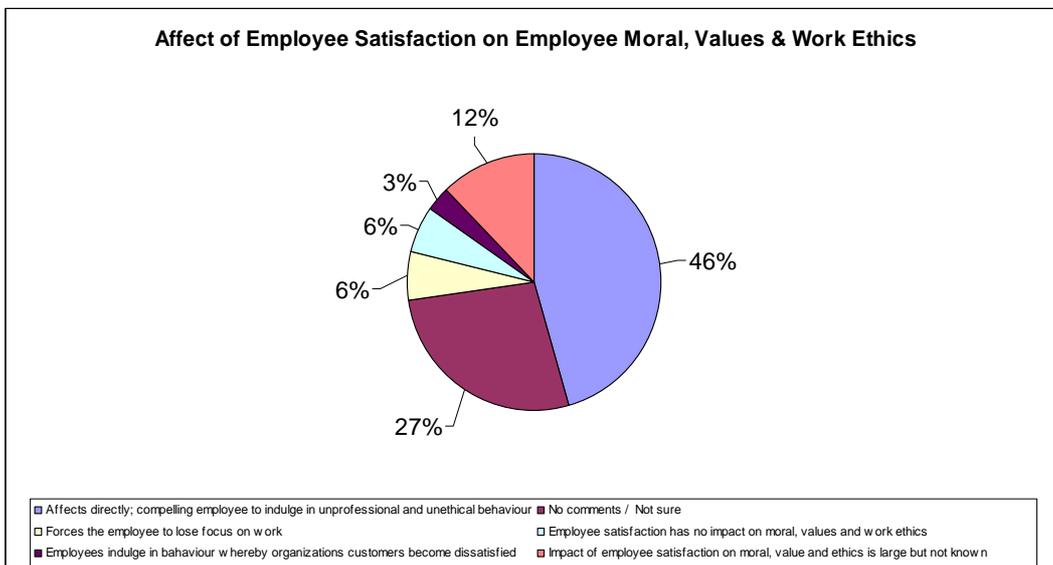


Figure 7. Affect of Employee Satisfaction on Employee Moral, Values & Work Ethics.

Figure 6 explains factors (other than quality and productivity) that are affected by employee satisfaction:

Figure 7 explains affect of employee satisfaction on employee moral, values & work ethics:

Figure 8 explains factors internal to an organization that trigger employee satisfaction

Figure 9 explains factors external to an organization that trigger employee dissatisfaction:

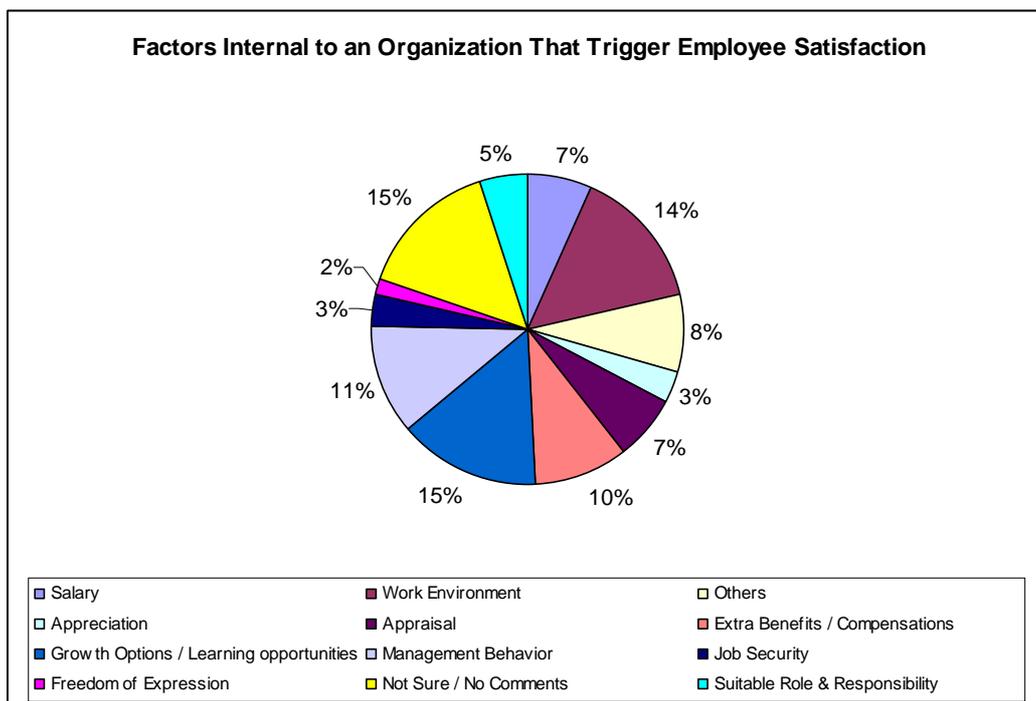


Figure 8. Factors Internal to an Organization That Trigger Employee Satisfaction

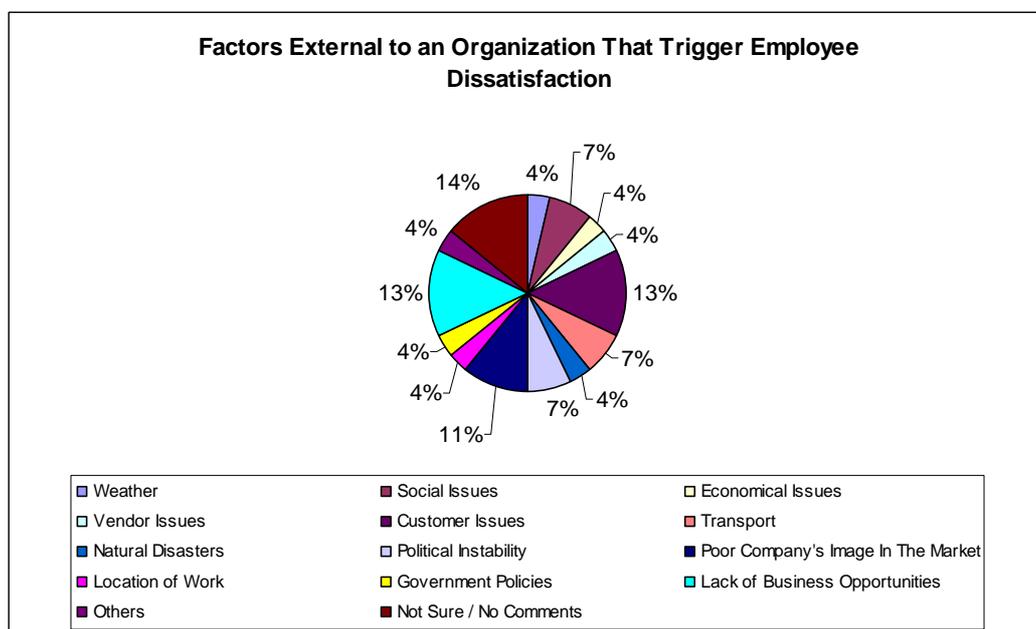


Figure 9. Factors External to an Organization That Trigger Employee Dissatisfaction

Figure 10 explains Role of Supervisors' Attitude in Employee Satisfaction:

Figure 11 explains Factors Necessary in Supervisors' Attitude for Better Employee Satisfaction:

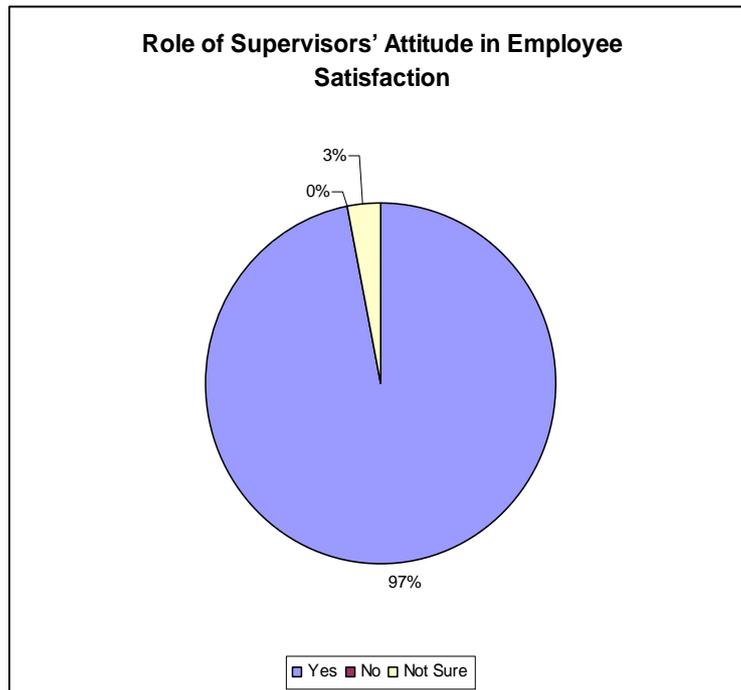


Figure 10. Role of Supervisors' Attitude in Employee Satisfaction

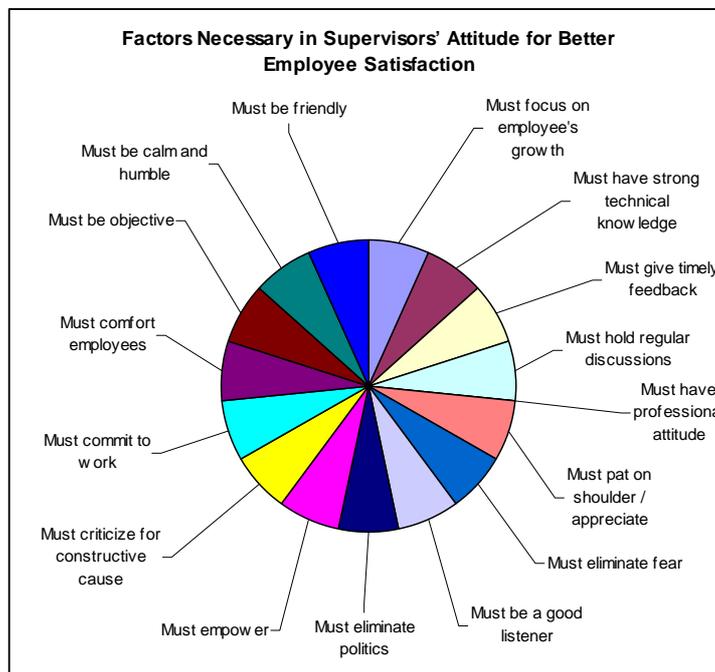


Figure 11. Factors Necessary in Supervisors' Attitude for Better Employee Satisfaction

In addition to the figures above, following findings have been obtained from correlation analysis:

- Poor satisfaction in job hinders employee satisfaction within organizations and vice versa.

- To some extent; interest in job helps the employees gain satisfaction from job and thereby add to employee satisfaction organization wide.
- If proper resources are made available to employees then overall satisfaction increases within the IT organizations.
- Fair, clear, transparent & effective performance management system increases employee satisfaction level organization wide and at individual level. Further to this effective performance management system also increases job satisfaction.
- Correction in employees' work if in case it deviates from required quality level triggers employee satisfaction level organization wide and at individual level.
- Salary mainly and largely triggers employee satisfaction level organization wide and at individual level. Moreover good financial compensation is also responsible for increased job satisfaction and interest in job. It is also observed that satisfaction from salary is also dependant on satisfaction of equivalence of salary with the industry. [3]
- Organizations' image in the industry is a source of employee satisfaction.
- How organizations' quality is perceived in the market is a source of employee satisfaction.
- Customer satisfaction triggers employee satisfaction largely.
- General and individual employee satisfaction is dependent on employee's interest in the profession.
- Quality and productivity is largely dependant on employee satisfaction.
- Employee trainings trigger employee satisfaction to some extent.

12. Discussion

Analysis of the survey reveals that although there are some issues regarding the employee satisfaction but generally the satisfaction level of employees within the IT industry of Pakistan is reasonably in good shape. Although this is very encouraging, but as we dig into the subject details we find that satisfaction at higher levels within organization is extremely good whereas

satisfaction level of employees at the lower end of organization does not give a very healthy picture. It is important to explain here that results of observations reveal similar findings. In most of the cases it has been found that employees at senior level within an organization are generally more satisfied as compared to middle or lower level staff. Major reason behind this fact could be the higher salaries and superior compensation and benefits. In addition to this; generally the more the employee is at the higher organizational hierarchy, the lesser he / she experiences strict supervision. Adding up to this, it is observed that employees at the senior level naturally earn better respect and status within the organization. This might be due to the fact that people in Pakistan's IT industry are flawed in understanding and realizing the importance of dignity of labor.

An important finding that we obtained from observations and survey analysis was that organizational parameters like 'productivity' and 'quality' are directly related to employee satisfaction. This important finding seems very much obvious to us as we would expect. It is evident from our general understanding that satisfaction of an employee plays a vital role in employees' willingness to work effectively and efficiently. The lower the employees' satisfaction, the inferior would be the efficiency of employees, thereby resulting in declined productivity. Talking about quality, it is considered as a step towards organizational improvement and thereby organizational growth. People in Pakistan's IT industry generally perceive quality as a side / secondary job.⁵ With such attitude it is impossible for an employee who is not satisfied to focus on jobs that are secondary in his / her opinion. Quality in IT sector is also heavily dependant on processes, procedures and policies within an organization. As we perform analysis on the data collected, we come to know that employees' dissatisfaction affects rules, polices, procedures and processes framework within an organization and in addition to this employees satisfaction has noticeable impact on organizations' growth. Since organizational growth requires organizations' focus on quality as well therefore our discussion becomes further understandable. Further to this deterioration and loopholes in organizations' process & policy framework becomes another source of deprived quality.

⁵ Ahsan (2008) validates this in chapter 3 of his thesis!²¹

Analysis of the survey reveals that largely workforce within organizations tend to act unprofessionally and unethically with lower satisfaction. Some employees also lose focus on work as dissatisfaction penetrates their work life. Many of the employees show uncertain behavior when dissatisfied. The important question here is that how and why does this happen and the answer can only be given by the use of observations. While the author [21] of this research was studying employee satisfaction in one of the IT organizations in Pakistan over a couple of months, he noticed some significant behaviors in relation to employee satisfaction and moral, value and ethics. The author [21] observed that moral of the dissatisfied employees was usually low due to the reason that some of their personal or work related needs were not being fulfilled thereby resulting in depression and tension mostly. It was also observed that such employees were easily noticeable from the other employees who were satisfied due to their disheveled appearance. In other words in most of the cases employee dissatisfaction triggered worries for employees thereby resulting in low employee moral. During the study, it was also noticed that many of the employees who felt depressed or dissatisfied came late to office and left early. Most of such employees engaged in online and face to face discussion with other employees usually. In most of the cases the discussions were against the organization in which they worked and mostly such discussion were more than an hour long. According to author [21] these anti organizational discussion and wastage of office hours are two main reasons of how the dissatisfied employees lose attention on work ethics. Adding up it was observed that dissatisfied employees did not communicate the necessary information for better communication. In other words employees hid the information from other team members and tried to make sure that employers were dependant on them. This attitude could be major consequences of the fact that most of the dissatisfied employee had to get the management agree to some stance of theirs and for that this they wanted a reason for a deal.

Illustration presented earlier helps us gain visibility into which factors, internal and external to an organization trigger satisfaction and dissatisfaction respectively.

Coming to importance of supervisors' behavior, during the observations it was observed that employee satisfaction largely changes with changes in the supervisor's attitude. Multiple teams having different team leads were studied during observations. It was found that in all the cases employee discussed and criticized the behavior and the negative attitude of their bosses. Further to this, it was also observed that employees related their satisfaction directly to their boss' attitude and behavior in their discussions. As per the observations, the group of employees studied believed that relationship between employee satisfaction and supervisor's attitude was direct and did not involve any other parameters (known or unknown). Illustrations presented earlier reveals some of the important traits that have been identified after observations and analysis of the survey. These traits must exist in supervisors so that they should be able to enhance their team's satisfaction.

Some other organizational dynamics⁶ also need to be discussed in relation to employee satisfaction. To start with; job satisfaction increases employee satisfaction. Among many studied parameters that helped us in understanding why this relationship existed, the most important was that job satisfaction relates directly to interest of an individual in doing a particular task / work, therefore, it is actually the interest in job that largely triggers employee satisfaction.

An extremely surprising finding obtained through observations and survey was that employee's commitment does not change generally no matter how satisfied or dissatisfied the employees feel. It is important to understand that by commitment, we largely mean the fulfillment of tasks and responsibilities that are given to employees. Important here is to understand why this happens. The answer is that in most of the cases employees feel and make sure that they should try to complete the work allocated to them no matter how satisfied or dissatisfied they are. In perception of the author [21], employees in IT sector of Pakistan are generally hard working. One may feel that discussion in this paragraph opposes our understanding of dissatisfied employees' response to his / her morals / values and ethics that was

⁶ Factors identified from literature review!

established earlier. This confusion is certainly explainable. Values, work ethics and employees' moral do not actually relate to fulfillment of tasks / work in an organization no matter how dissatisfied an employee is. In other words (checked using observations) a dissatisfied employee may misuse office hours, have lengthy useless anti organizational discussion, hide work / information and hinder organizational communication but this does not mean that he / she would not fulfill his / her tasks (no matter how poorly and how late the task is completed). Observations reveal that reason of this behavior could be Islamic values and to some extent fear of being fired.

Moving on, relation of salary, compensation and benefits with employee satisfaction have been discussed earlier in findings. Research reveals that parameters like definition of roles and responsibilities within an organization, late office hours, trainings for employee growth and personal development do not largely relate to employee satisfaction within organization, however, to some extent, they have a positive influence on employee satisfaction. An important finding obtained is concerning the relationship of clarity of organization's objectives and team work with employee satisfaction. According to the analysis in this study, it is revealed that clarification of organizational objectives and team work has no relationship with satisfaction of employees.

Ending the discussion, survey and observations results reveal that organizations' working environment and organizations' image in the industry highly relate to employee satisfaction. It is observed during observations that environment parameters like dedicated cabins / work place, availability of necessary logistics and resources, proper temperature; seating and high quality work stations are all; the most important parameters that determine employee satisfaction by improving the working environment. Regarding the organizations' image, since Pakistan's general public consider working in well reputed organizations as a symbol of distinction and as a symbol of class therefore, to many of the employees this is a matter of great concern and a source of great satisfaction.

Closing the discussion, dialogue with managers, executives, leaders, consultants, educationist and policy makers reveal that they well understand the importance of employee

satisfaction but in true sense very few people / supervisors / management personnel actually know how employee should be satisfied and what the parameters to target for improving employee satisfaction are.

13. Recommendations

Pakistan is lagging behind in IT with respect to other South Asian countries. Management should be made aware about the significance of employee satisfaction, as being an input agent towards their organization's productivity and quality which leads to competitive advantage apart from getting return on investment.

Career growth should be focused by defining career paths for an employee, within an organization, so that employees should feel secure; career wise, and can be more productive. Competitive salary packages should be given along with a better environment to work. Job assignment must be done according to employee's interest because if an employee does not like his job, he will not be able to deliver quality in his work. Trainings should be properly planned and conducted with proper evaluation of the outcomes in learning of employees and enhancement of their job skills. Learning new tools and technology provides competitive advantage to the organizations by assisting employees in quality, development and working efficiently.

Processes should be there but they should also consider the needs and satisfaction of employees in performing them, as employees are an important asset to the organization, therefore, standards should be designed in a way that shouldn't be a hindrance towards employee satisfaction and work output.

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