On Identifying the Motivating Factors of Job & Career Satisfaction of IT Professionals in Dhaka City of Bangladesh

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Abstract

An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In today's dynamic and ever changing environment the job & career satisfaction has emerged as the key fact for motivating employees towards the organizational goals and objectives. This issue has also been identified as one of the most important issues in today's all sector. Information technology (IT) has in the recent times dominated all aspect of the business world, and, for this reason, today's business environment is more challenging and more dynamic than in previous years. In the development of information and communication technology (ICT), the fact of job & career satisfaction is becoming more complex day by day. To cope with the changes and upcoming challenges, organizations must identify the factors, which have profound impact on organizational performance as well as job satisfaction. This study is important because companies need to know the effects of job satisfaction to IT personnel and to the corporation as a whole. Unfortunately, very insufficient number of studies has been conducted in this area context of Bangladesh. This study is important because companies need to know the effects of job satisfaction to IT personnel and to the corporation as a whole. This study will help companies and company executives to understand that integrating the use of IT into their business in order to maximize profit and optimum performance depends on the level of satisfaction given to the IT professionals. This study focused on examining job satisfaction of Information Technology professionals in the Dhaka city of Bangladesh, paying particular attention to the most important factors of job satisfaction for IT workers. This paper determines the association between different characteristics of the respondents and the level of Job satisfaction among IT professional in Dhaka city. This paper also determines the key factors of Job satisfaction like salary, supervision, working environment, personal growth, training and promotion are the sources or determiners of satisfaction of IT professional in Dhaka city of Bangladesh which gives IT leaders and management the perception and vision to tackle job satisfaction issues in the IT environment.

Keywords: Job & Career Satisfaction, Information Technology, Logistic Regression, Bangladesh

1. Introduction

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In today's dynamic and ever changing environment the job satisfaction has emerged as the key fact for motivating employees towards the organizational goals and objectives. This issue has also been identified as one of the most important issues in today's all sector (i.e, private and public sectors). Job satisfaction is of interest to employers because employees who are dissatisfied with their work have higher rates of absenteeism, are more likely to quit their jobs, arrive late for work, produce less than colleagues who are happier in their jobs and can negatively affect the morale of the organization (Joseph, Kok-Yee, Koh, & Soon, 2007; Porter & Steers, 1973; Scott & Taylor, 1985; Reichheld, 1996). A low level of job satisfaction is also reflected in an organization's bottom line as the costs associated with discontent employees can readily be measured by looking at what an organization spends hiring and training new workers (Cropanzano, Howes, Grandney, & Toth, 1997), and Reicheld's (1996) work showed that even a one or two percent turnover rate can significantly affect a company's profitability. Cropanzano, et al. (1997) also found that when low levels of job satisfaction led workers to find other employment, their former colleagues' job satisfaction levels were affected negatively due to the stress of adjusting to new co-workers. Many studies have shown how important job satisfaction is to the success of an organization (Mobley, et al. 1979; Porter, et al., 1976; Tett & Meyer, 1993; Cartwright & Cooper, 1993; Posner & Schmidt, 1993), but this information from Cropanzano, et al.'s study shows how a low level of job satisfaction in some workers within an organization can ultimately affect the job satisfaction of all workers within that organization. What conditions affect how satisfied workers feel with their jobs? George and Jones (2008) found that some of the conditions for job satisfaction are brought to the

workplace by the employees themselves. George and Jones describe four major factors that lead a person to be happy in his or her work: personality traits, working conditions, extrinsic and intrinsic values and social influence. Personality traits such as extroversion, agreeableness, openness and conscientiousness affect how an individual will think and feel about a job. Working conditions involve how conducive the physical work environment is for the people doing the work, including such things as having a good boss, a comfortable workplace, interesting work and agreeable co-workers. Extrinsic and intrinsic values can be understood as external conditions versus internal conditions. Pay, benefits, job security, opportunities for advancement and status are all extrinsic, or external, values, while internal conditions are feelings such as competence, responsibility, accomplishment and personal growth. Social influence refers to the opportunities an employee has for socializing, joining groups in relation to varying interests where the actions and beliefs of the employees are shared or influenced by each other. Many researchers studying job satisfaction have turned their attention to specific industries or occupations such as nursing, education, human resources, office workers and dozens of other fields, and Ghazzawi (2008) found that more than 12,000 studies had been conducted on the subject of job satisfaction by the early 1990s. Information technology (IT) has in the recent times dominated all aspect of the business world, and, for this reason, today's business environment is more challenging and more dynamic than in previous years. In the development of information and communication technology (ICT), the fact of job satisfaction is becoming more complex day by day. To cope with the changes and upcoming challenges, organizations must identify the factors, which have profound impact on organizational performance as well as job satisfaction.

Unfortunately, very insufficient number of studies has been conducted in this area context of Bangladesh and other developing countries (Balasundaram Nimalathasan, 2010). This study is important because companies need to know the effects of job satisfaction to IT personnel and to the corporation as a whole. This study will help companies and company executives to understand that integrating the use of IT into their business in order to maximize profit and optimum performance depends on the level of satisfaction given to the IT professionals. This study focused on examining job satisfaction of Information Technology professionals in the Dhaka city of Bangladesh, paying particular attention to the most important factors of job satisfaction for IT workers. This paper determines the association between different characteristics of the respondents and the level of Job satisfaction among IT professional in Dhaka city. This paper also determines the key factors of Job satisfaction like salary, supervision, working environment, personal growth, training and promotion are the sources or determiners of satisfaction of IT professional in Dhaka city of Bangladesh which gives IT leaders and management the perception and vision to tackle job satisfaction issues in the IT environment.

2. Literature Review

Job satisfaction is a concept based on the premise that the happiest worker is also the most productive worker (Wright & Staw, 1999) and that to people happy in their work, their job doesn't feel as if it is work at all (Wright & Cropanzano, 2004). Many variables make a difference in the levels of job satisfaction experienced by workers (Oswald, 1997); some variables are found within the organization (Schneider & Snyder, 1975; Vitell & Davis, 1990), some within the framework of the job itself (Hackman & Lawler, 1971), and others are inherent in each worker's character and personality (George & Jones, 2008). Although there had been more than 12,000 studies published on the topic of job satisfaction by the early 1990s (Ghazzawi, 2008), job satisfaction is so important to both organizations and workers that there is still plenty of scope for more research. The concept of job satisfaction, viewed through different lenses by various scholars, is defined differently. Greenberg and Baron (2008), for instance, viewed job satisfaction as a feeling that can produce a positive or negative effect toward one's roles and responsibilities at work and added that it is important to understand the concept of job satisfaction as there is no single way to satisfy all workers in the workplace. Robbins and Judge (2007) saw it as a positive feeling toward a person's job. This concept, according to George and Jones (2008), is the combination of feelings and beliefs, which include the mental, emotional, and physical domains. Job satisfaction can also be defined as a worker's emotional response to different job related factors resulting in finding pleasure, comfort, confidence, rewards, personal growth and various positive opportunities, including upward mobility, recognition and appraisal done on a merit pattern with monetary value as compensation (Greenberg & Baron, 2008; Robbins & Judge, 2007; George & Jones, 2008). Arnett, Laverie and McLane's (2002) definition is summarized by saying that job satisfaction is reflected as an employee's general affective assessment of himself/herself in the context of his or her job. In recent times, job satisfaction has experienced a transformation; as the organizational environment has changed, so have the ideologies used to analyze and research organizations in addition to technological contributions in the business environment.

Job satisfaction exists only inside of an individual's head and therefore cannot be measured as with height or weight. Job satisfaction is defined in various contexts by various authors. Some of the important definitions related to the scope of this paper are discussed in the following paragraphs. According to Locke (1976), job

satisfaction is an emotional reaction that "results from the perception that one's job fulfills or allows the fulfillment of one's important job values, providing and to the degree that those values are congruent with one's needs". Human needs are subjected to constant change but the job values are relatively more stable. Someone who is satisfied with his/her job may not experience the same emotion if there is a change in his/her needs. Most authors state job satisfaction as resulting from the fulfillment of needs through the activities one performs at one's job and from the context in which the work is performed. It is very hard to fulfill one's need as it keeps changing quite often. Ilgen (1971) and McFarlin and Rice (1992), conceive of job satisfaction as resulting from the size of the discrepancy that one perceived, if any, between what he expects to receive from his work and what he perceives he is receiving. Pinder (1997) suggests that the satisfaction results from at least three general types of perceptions. First, the person must see that there is a positive increment in the level of desired outcomes he/she receives. Second, the shorter the period over which the improvement occurs, the greater is the feeling of satisfaction (called the notion of velocity). Third, positive increase in the rate of positive change also adds to the sensation of satisfaction. Pinder (1997) considers employee values, which are defined as those things that might be considered as conducive to his or her welfare. Pinder (1997) states satisfaction or dissatisfaction resulting from comparison that a person makes between herself and others around her. Hellriegel, Slocum, & Woodman (1998) defined job satisfaction as the general attitude toward work or toward a job. Ivancevich & Matteson (1990) defined job satisfaction as "an attitude that individuals have about their job". However, this research will utilize a more in depth definition offered by Wagner & Hollenbeck (1992) which defines job satisfaction as a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values. Job satisfaction is important not only to behavioral scientists, but also to managers and administrators. Some of the most important attitudes within any organization are attitudes related to job satisfaction. Jobs require interaction with coworkers and bosses, following organizational rules and policies, meeting performance standards, living with working conditions that are often less than ideal, and the like (Robbins, 1996).

Even with all those published studies, research has yet to be done on the job satisfaction of IT professionals. Due to the pervasive, evolving nature of information technology, IT affects the jobs of nearly every worker in any given organization or occupation due to the fact that nearly everyone's work is accomplished, at least in part, through the use of technology. This means that workers have had to adjust to being lifelong learners—at least in the area of their jobs that is affected by information technology (Raghavan, Sakaguchi & Mahaney, 2008; Gorard, & Selwyn, 1999). Workers dealing with new software, learning new programs or coping with the different IT requirements of a new job can become frustrated, stressed and exhausted with the technology that is supposed to help them do their work more effectively, efficiently and with fewer mistakes and may, as a result, experience a lower level of job satisfaction due to the information technology portion of their work making their jobs more demanding and stressful (McDonald & Siegall, 1992; Korunka, Weiss, Huemer & Karetta, 1995; Orlikowsky, 1992). Though most workers in industrialized nations use information technology in the course of their work, the work information technology workers do is substantially different. For workers in traditional jobs the factors for success are a product of the industrial age and are well understood by all: face time, incremental improvements, strategic long-term planning, return on investment and hierarchical control (Cooper, et al., 2003). The factors for success for IT professionals work on a different business principle: innovation (Davenport, 1992). Davenport states, "Information technology has been hailed by many as the most powerful fool for changing business to emerge in the 20th century…[but] information technology is rarely effective without simultaneous human innovations." This is the crux of the difference between IT workers and other office workers and points out that, as IT workers develop technologies, the results of their work demand that they must also change their processes and working behaviors. The evolutionary nature of IT has resulted in 24/7 operations, long hours on the job and the need for personnel to address problems and interruptions of service at any hour. All these unforeseen and demanding situations call for a deeper look into the job satisfaction of IT professionals. IT professionals are individuals in the same vocation who tend to exhibit the same kinds of personalities (Graverson, 2008) and characteristics (Glen, 2003). Researchers have discovered that, although all workers' job satisfaction rates are influenced by well- known factors such as compensation, benefits, flexible schedules, having a good boss and doing interesting work, those factors are ordered differently by different people (Jurgensen, 1978). Some people regard compensation as the most important factor in whether they are happy in their jobs, while others have a higher need for a flexible schedule (Scandura & Lankau, 1997). IT workers falling, as Glen (2003) and Graverson (2008) found, into a fairly narrow range of personality types and personal characteristics means that research may be able to define certain factors as being more important to them, as a group. In studying this, Karasek & Theorell (1990) and Raghavan, Sakaguchi, & Mahaney (2008) found that one factor that particularly affected the IT professionals in their studies was that they had a high need for autonomy in their work. IT workers who have the authority to make some of their own decisions regarding how work is distributed, how it is prioritized and how the work gets done experience higher levels of job satisfaction; IT workers who did not have a comfortable level of job autonomy were more likely to be unhappy in their work and suffer from more health

problems than their more autonomous colleagues (Karasek & Theorell, 1990; Raghavan, Sakaguhi, & Mahaney, 2008). Managerial competence has also been associated very closely with the job satisfaction of IT professionals (McMurtrey, Grover, Teng & Lightner, 2002) McMurtrey, et al., discovered that IT professionals need more than an understanding boss; they require a boss who has a good understanding of their work. Baroudi (1985) found that IT professionals also desire well-defined job descriptions, while Lee (2000) and Jiang & Klein (1999) discovered that information workers were less likely to look for a new job if their present one provided them with work challenges and opportunities to advance within the company. Hoque et al. (2009) identify the factors of job satisfaction of IT professionals in Bangladesh by using linear regression model. They found that age, salary, promotion, training etc. are the main factors of job satisfaction of IT professionals of Banglaesh.

3. Methodology

This is a case and field study research which has been made on the basis of a survey. A well structured questionnaire has been developed after an intensive review of the literature and practical experience. The target population of the study is the different level of employees of different IT organizations in Dhaka city of Bangladesh. The sample unit of this study is individual employee of different IT organizations. The sample size is 160 employees consisting male and female from randomly selected 15 organizations of Dhaka city in Bangladesh. Non-probability convenience sampling procedure has been used. The sample for this study was drawn from IT sector of Bangladesh. A structured questionnaire was developed to measure the level of job satisfaction of IT professional. The questionnaire contained two parts - part I pertained to general demographic variables of the respondents like age, gender, income, marital status, education. Part II contained the scale to measure the level of job satisfaction. The dependent variable in this study is job satisfaction. The independent variables are: satisfaction with salary, conducive environment, satisfaction with supervisors, satisfaction with subordinates, opportunity for personal growth, satisfaction with access for continuous training, satisfaction with promotion. We construct different cross-table of job satisfaction to gender, age, marital status, academic qualification and income of the respondent. Also to investigate the relationship among job satisfaction of IT professionals and higher salary, physical environment, Supervisor and Supportive colleagues & subordinates, for continuous training and education and Criteria for promotion, etc. we use logistic regression. The collected data were analyzed by using IBM SPSS V 20.

4. Results and Discussion

Reliability measure

Before applying statistical tools, testing of the reliability of the scale is very much important as its shows the extent to which a scale produces consistent result if measurements were made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent result, thus is reliable. Cronbach's alpha is most widely used method. It may be mentioned that its value varies from 0 to 1 but satisfactory value is required to be more than 0.6 for the scale to be reliable (Cronbach, 1951). In the present study, we, therefore, used Cronbach's alpha scale as a measure of reliability. The reliability value of our study is 0.823. If we compare our reliability value with the standard value alpha of 0.6 advocated by Cronbach (1951), Nunnally and Bernstein (1994); and Bagozzi and Yi's (1988) we find that the scales used by us are highly reliable for data analysis. Validation procedures involved initial consultation of the questionnaires. Hence, researchers satisfied content and construct validity.

Differentials of Job Satisfaction

Job Satisfaction by Gender of the respondent: Table 1, presents the job satisfaction scenarios according to gender of the service holder of IT profession in Bangladesh. It is found that among 160 respondents 154 (96.2%) respondents are male and 6 (3.8%) are female. It is also seen that most of the organizations recruit male employee i. e., in IT sector the contribution of male is so much higher than female employee.

Table 1: *Status of Job Satisfaction according to Gender of the respondent*

Gender of the respondent	Status of Job Satisfaction		Total
	Not satisfied	Satisfied	
Male	28 (17.5)	126 (78.8)	154 (96.2)
Female	1 (0.6)	5 (3.1)	6 (3.8)
Total	29 (18.1)	131 (81.9)	160 (100)

Note: Figures in the parentheses indicate percentage.

Job Satisfaction by Age of the respondent: It was observed that 62 (38.8%) respondents' age was less than 30 years and 94 (58.8%) respondent was at the age of 30-45 years. Also about 156 (97.6%) respondents in our study were less than 45 years (Table 2). Also on the basis of Pearson Chi-square test we may conclude that age and job satisfaction are associated at 10% level of significance.

Table 2: *Status of Job Satisfaction according to Age of the respondent*

Age of the respondent (in Years)	Status of Job Satisfaction		Total	Pearson Chi-Square	Asymp. Sig. (2-sided)
	Not satisfied	Satisfied			
Low age (<30)	14 (8.8)	48 (30)	62 (38.8)		
Medium age (30 to 45)	13 (8.1)	81 (50.6)	94 (58.8)	4.737	0.094
High age (>45)	2 (1.2)	2 (1.2)	4 (2.5)		
Total	29 (18.1)	131 (81.9)	160 (100)		

Note: Figures in the parentheses indicate percentage.

Job Satisfaction by Respondents' Academic Qualification: Table 3, reports that maximum 85 (53.1%) and minimum 2 (1.3%) respondent's academic qualification are Post graduation and HSC respectively.

Table 3: *Status of Job Satisfaction according to Education level of the respondent*

Education level of the respondent	Status of Job Satisfaction		Total
	Not satisfied	Satisfied	
HSC	1 (0.6)	1 (0.6)	2 (1.2)
Diploma	1 (0.6)	10 (6.2)	11 (6.9)
Graduation	14 (8.8)	43 (26.9)	57 (35.6)
Post Graduation	11 (6.9)	74 (46.2)	85 (53.1)
Others	2 (1.2)	3 (1.9)	5 (3.1)
Total	29 (18.1)	131 (81.9)	160 (100)

Note: Figures in the parentheses indicate percentage

Job Satisfaction by Income level of the respondent: From Table 4, we may conclude that most of the respondent has income more than Tk. 15,000 but less than Tk. 30,000. It is observed that among 160 respondents 21 respondents' income were less than Tk. 15,000. Also on the basis of Pearson Chi-square test we may conclude that income and job satisfaction are associated at 10% level of significance.

Table 4: *Status of Job Satisfaction according to Income level of the respondent*

Monthly income of the respondent (in Tk.)	Status of Job Satisfaction		Total	Pearson Chi-Square	Asymp. Sig. (2-sided)
	Not satisfied	Satisfied			
<15000	7 (4.4)	14 (8.8)	21 (13.1)		
15000 - 30000	18 (11.2)	80 (50.0)	98 (61.2)	5.212	0.074
>30000	4 (2.5)	37 (23.1)	41 (25.6)		
Total	29 (18.1)	131 (81.9)	160 (100)		

Note: Figures in the parentheses indicate percentage

In this study we observed that, out of 160 respondents 49 (30.6%) respondents change at least one job and 111 (69.4%) respondents say that it is their first job [Table 5].

Table 5: *Whether switch any organization*

Whether switch any organization	Frequency	Percent
Yes	49	30.6
No	111	69.4
Total	160	100.0

There are several reasons of change their present job. Some of them are higher salary, better opportunity and better position, etc [Table 6].

Table 6: *Reasons of switching organization*

Reasons	Frequency	Percent
Develop a software firm	4	8.16
Developing career	4	8.16
Better communications to other employee	4	8.16
Higher salary	17	34.69
Better opportunity	12	24.49
Better position	6	12.24
Office time was not fixed	2	4.08
Total	49	100.0

Logistic Regression

In order to measure the overall job satisfaction of an employee in an organization, logistic regression model is considered which include the job satisfaction as the dependent variable and satisfied with personal development, satisfied with other benefits, satisfied with conductive physical environment, satisfied with supervisor, satisfied with salary, satisfied with job location of the respondent are as independent variables. The reason behind the use of logistic regression model is that the outcome variable – job satisfaction is dichotomous in nature. The logistic regression model can be used not only to identify risk factors but also to predict the probability of success. This model expresses a qualitative dependent variable as a function of several independent variables – both qualitative and quantitative (Fox, 1984).

Let Y_i denote the dichotomous outcome variable (dependent variable) for the ith observation and

$$Y_i = y_i \begin{cases} = 1, \text{ if the ith individual is satisfied (success)} \\ = 0, \text{ if the ith individual is not satisfied (failure)} \end{cases}$$

In order to simple notation, we use the quantity $\pi(X) = E(y_i|X)$ to represent the conditional mean of Y given X when the logistic distribution is used. The model to the response using the logistic function is given by,

$$\pi(X_i) = \frac{e^{\beta_0 + \beta_i X_i}}{1 + e^{\beta_0 + \beta_i X_i}} \qquad (1)$$

where, X_i is an explanatory variable and β_i's are the regression coefficients.

$$\therefore E(y_i = 1|X_i) = \pi(X_i) = \frac{e^{\beta_0 + \beta_i X_i}}{1 + e^{\beta_0 + \beta_i X_i}} \qquad (2)$$

and

$$E(y_i = 0|X_i) = 1 - \pi(X_i) = \frac{1}{1 + e^{\beta_0 + \beta_i X_i}} \qquad (3)$$

$$\frac{\pi(X_i)}{1 - \pi(X_i)} = e^{\beta_0 + \beta_i X_i} \qquad (4)$$

Therefore, we can write

Now if we take natural logarithm of the equation (4), we get

$$L_i = \log_e \left[\frac{\pi(X_i)}{1 - \pi(X_i)} \right] = \beta_0 + \beta_i X_i \qquad (5)$$

The equation (5) is known as simple logit regression model. Here $\frac{\pi(X_i)}{1 - \pi(X_i)}$ given in (4) is simply the odds ratio and the term L_i given in (5) is known as log-odds. The result of the logistic regression model is shown in Table 7.

Table 7: Determinants of Job Satisfaction: Logistic Regression Analysis

Variables	B	Std. Error	Wald	Exp(B)	95% Confidence Interval for Exp(B)	
					Lower Bound	Upper Bound
Intercept	-5.071	5.264	0.928			
Salary						
Undecided[RC]	-	-	-	1		
Not Satisfied	0.591	3.178	0.035	1.806	0.004	916.316
Satisfied	2.265	1.710	1.754	9.634	0.337	275.189
Conductive physical environment						
Undecided[RC]	-	-	-	1		
Not Satisfied	-2.836	2.132	1.771	0.059	0.001	3.824
Satisfied	4.86	2.976	2.667	129.087	0.378	44058.793
Supervisor						
Undecided[RC]	-	-	-	1		
Not Satisfied	-2.692	2.334	1.052	0.068	0.001	6.562
Satisfied	1.84	1.774	1.076	6.299	0.195	203.972
Supportive colleagues and subordinates						
Undecided[RC]	-	-	-	1		
Not Satisfied	-4.537	3.182	2.033	0.011	2.09E-05	5.472
Satisfied	4.333	2.775	2.438	76.204	0.331	17558.049
Opportunity for personal growth and development						
Undecided[RC]	-	-	-	1		
Not Satisfied	-2.916	2.095	1.937	0.054	0.001	3.29
Satisfied	0.112	2.019	0.003	1.119	0.021	58.535
Access for continuous training and education on IT						
Undecided[RC]	-	-	-	1.	.	.
Not Satisfied	-0.717	3.085	0.054	0.488	0.001	206.421
Satisfied	5.75	2.66	4.671	314.143	1.708	57775.987
Criteria for promotion and pay raise						
Undecided[RC]	-	-	-	1		
Not Satisfied	-0.334	2.904	0.013	0.716	0.002	211.996
Satisfied	1.55	1.899	0.666	4.71	0.114	194.713
Job location						
Undecided[RC]	-	-	-	1		
Not Satisfied	-2.491	1.97	1.599	0.083	0.002	3.935
Satisfied	-1.972	2.647	0.555	0.139	0.001	24.91
Other benefits of the Organization						
Undecided[RC]	-	-	-	1		
Not Satisfied	-5.194	2.749	3.57	0.006	2.54E-05	1.214
Satisfied	1.488	2.387	0.389	4.43	0.041	476.676
Performance of the Organization						
Undecided[RC]	-	-	-	1		
Not Satisfied	-1.752	1.88	0.869	0.173	0.004	6.902
Satisfied	0.9	1.806	0.248	2.459	0.071	84.68

Note: RC refers to Reference Category

From Table 7, we may conclude that Salary is an important factor of the level of job satisfaction. Higher salary improves the job satisfaction level. Physical environment is another important factor of job satisfaction. Good physical environment is helpful for the level of job satisfaction in IT professionals of Bangladesh. Supervisor and Supportive colleagues & subordinates also play a vital role to job satisfaction. Opportunity for personal growth and development and performance of the organization has less effect on the level of job satisfaction. Access for continuous training and education on IT has larger positive impact on the satisfaction level of job in IT sector in Bangladesh. We also observe that job location has negative impact on the level of job satisfaction. Criteria for promotion and pay raise and other benefits of the organization also improve the job satisfaction level.

5. Conclusion

Specific employee attitudes relating to job & career satisfaction and organizational commitment are of major interest to the field of organizational behavior and the practice of human resources management. Attitude has direct impact on job satisfaction. Organizational commitment on the other hand, focuses on their attitudes towards the entire organization. Although a strong relationship between satisfaction and commitment has been found, more recent research gives more support to the idea that commitment causes satisfaction. However, most

studies treat satisfaction and commitment differently, especially in light of things like downsizing that are part of modern organizations. It is impossible to limit satisfaction level within a boundary. Level of satisfaction differs from person to person, as no two human beings are identical. But there are some guiding factors which can determine the overall level of satisfaction of the employees in an organization. So, correct assessment of job satisfaction level of the employees is considered as the most important factor of human resource management. Job satisfaction means an employee's positive attitude towards his or her job. Every employee expects to be satisfied in his/her job. If one is satisfied to his job he/she will utilize hi/her maximize efforts to give the employers maximum satisfaction. Job satisfaction of individual of the organization may be high or low. This dimension of job satisfaction depends on the different element such as environment, promotion, salary, & wages and the perquisites etc. Job satisfaction of work people is very important factor in modern industrial that may be government and non-government organization. A satisfied employee tries to stick to the present job even sacrificing some financial losses. If most of the employees are dissatisfied to an organization, it represents that the organization is not a good organization. In short we can say that job satisfaction is very important for an organization and for the employee. Satisfied employee serves their best for the ultimate benefit of the company and company can utilize expertise and willingness of the employee. From this study it may be recommended for the IT organizations in Bangladesh, for improving the job satisfaction level of individuals inside the company considered personal development, salary, access for continuous training and education on IT, others benefits provided by the organization, conductive physical environment, supervision as most important factors.

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