



# Job satisfaction among information system (IS) personnel

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## Abstract

This study examines relationships between achievement motivation and job characteristics on job satisfaction among IS personnel. The analytical results reveal that the dimensions of the achievement motivation of IS personnel are perseverance, competition and difficulty control. Regarding job characteristics, the job characteristics of IS personnel are task identity, professionalism, feedback, autonomy and significance. Moreover, the dimensions of the job satisfaction of IS personnel are social, job-related and self-actualization satisfaction. Job characteristics affect the job satisfaction of IS personnel and job characteristics and job satisfaction are positively related. Regardless of whether IS worker achievement motivation is high or low, IS workers engaged in jobs with high job characteristics have higher job satisfaction. Jobs with the features of feedback, professionalism and autonomy can most easily increase the job satisfaction of IS personnel.

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*Keywords:* IS personnel; Job satisfaction; Job characteristics; Achievement motivation

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## 1. Introduction

Professional information System (IS) workers are increasingly important for the rapid development of IS and all firms require IS professionals to maintain or create their competitive advantage. Consequently, IS professionals have relatively higher field and job stress than other professionals working in other fields (Moore, 2000), and also exhibit

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higher job turnover (Niederman & Sumner, 2004; West & Bogumil, 2001). This high turnover has previously been a problem and has been the subject of considerable research attention since first being identified. Job satisfaction is the main driver of turnover among IS professionals (Agarwal & Ferratt, 2001; Fraser, 2001; Niederman & Sumner, 2004; Poulin, 1994; West & Bogumil, 2001). Accordingly, how managers manage and encourage these professionals effectively has become a key issue for organizations.

Job satisfaction significantly influences organizational behavior. Most studies have indicated that job satisfaction positively affects employee working performance and organizational commitment, and negatively influences employee turnover (Agarwal & Ferratt, 2001; Fraser, 2001; Poulin, 1994). Numerous factors affect employee job satisfaction. Glisson and Durick (1988) indicated that workers and the nature of work itself are two main factors influence employee job satisfaction. However, studies on the worker and job satisfaction have seldom discussed the relationship between personality traits and job satisfaction. Among multiple personality traits, achievement motivation is frequently related to individual working performance and working attitude (Poulin, 1994). McClelland's Trichotomy of Needs Theory also considers achievement motivation as one of the three major needs affecting people's work, and among various personality traits, achievement motivation can be used to predict individual working performance. Many previous studies have noted that professional worker's characteristics and motivation factors differ from those of general employees (Couger & Zawacki, 1980; Farn, Couger, & Song, 1993; Igarria & Guimaraes, 1993; Partridge & Kleiner, 1992).

Besides personal achievement motivation, work (such as job characteristics, internal rewards and organizational characteristics) also influences job satisfaction. Worker can feel satisfaction by performing tasks with characteristic of skill variety, identity, feedback, or autonomy (Brief & Aldag, 1975; Couger, 1988; Hackman & Lawler, 1971). Owing to the difference in employee personality traits and task, employees should be assigned the jobs with different characteristics with match their individual personality traits then it can encourage employees and allow them to experience higher job satisfaction. This study uses achievement motivation as a measure of personality traits and adopts job characteristics to represent the nature of the work itself. The relationship between the above two variables and job satisfaction of IS personnel is studied thoroughly here, in the hope of achieving the following research objectives:

1. Understanding the dimensions that constitute the achievement motivation, job characteristics, and job satisfaction of IS personnel.
2. Determining whether any relationship exists between IS personnel achievement motivation/job characteristics and job satisfaction. Further, given the existence of such a relationship, determining whether achievement motivation or job characteristics exert a greater effect on job satisfaction.

## **2. Literature review**

### *2.1. Job satisfaction and factors influences on job satisfaction*

Job satisfaction describes the feelings, attitudes or preferences of individuals regarding work. Numerous factors affect employee feelings regarding job satisfaction. Owing to

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