

Job satisfaction of dotcom Employees

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Abstract:

The internet revolution has initiated a distinctive “click model” of business operation. Even brick and mortar enterprises are trying to start click components.

The natures of the business operation, the work culture and the level of job satisfaction have undergone a sea change in the dotcom companies.

As a business proposition dotcoms have brought in large investments, while a majority of their stocks is now going down, resulting in a high level of apprehension and job insecurity among the employees

This paper highlights some of these problems and presents a picture of the level of job satisfaction among employees of dotcom companies.

It also identifies unique issues of job satisfaction in click companies, rarely found in “brick and mortar” businesses.

The paper presents a diagnosis of job satisfaction indices in the dotcom business.

المُلخَص:

إن ثورة الإنترنت أسست لإنطلاقة جديدة لما يسمى Click Model في إطار العمليات التجارية. لذلك نجد أن حتى مؤسسة Brick and Mortar تحاول بداية عناصر المكونة للنقطة .

إن طبيعة العملية التجارية وثقافة ومستوى الأعمال طرأ عليها عدة تغييرات خاصة فيما يخص مؤسسات Dotcom كما جلبت الاقتراحات التجارية لـ: Dotcom عدة استثمارات ولذلك يلاحظ أن المخزون المتعلق بها في تناقص دائم وذلك يرجع إلى عدة أسباب أهمها: مستوى الإدراك وعدم الشعور بالأمان بين مجمل العاملين .

إن هذه المقالة تبرز مجموع هذه المشاكل وتبين صورة عن مستوى الرضا في العمل بين العاملين في مؤسسات Dotcom .

وكذلك نجد أن هذه المقالة تحدد بعض المسائل الخاصة عن مدى الرضا في العمل داخل مؤسسات النقر التي نادراً ما نجدها في الأعمال التجارية لمؤسسة Brick and Mortar .

تقدم هذه المقالة تشخيص مؤشرات مدى الرضا في العمل في الأعمال التجارية لـ: Dotcom.

The Dotcom Revolution

The internet has brought about a revolution and transformation in human civilization. Time and distance are no more indicators of success in planning. The concept of ‘lag’, ‘late’, ‘waiting periods’ have been replaced by the term “instantaneous”. The net revolution has brought change to everything and literally given a face-lift to concepts of business and commerce. E-Business has become synonymous with enterprise and success all over the globe. The term ‘Dot-Corn’ has become a buzzword with every next man in the neighborhood. These dot-corn companies have transformed the modus operandi of business. Therefore, it is no exaggeration to say that society has undergone a transition to a new era.

The dotcom business has grown to a substantial level both in the number of companies and the amount of capital invested in them. Jobs in these companies are most challenging. The companies are like rats involved in a rat race. The rat that wins takes the market, and the game is irking the dotcom world. The nature of employment is techno-savy..

What about the people who work in these dotcom companies? It is an accepted fact that dotcoms offer huge salaries to their staff, but, in return, they have to work late hours and have daunting deadlines to meet. Employees have to make themselves adaptable to rapidly changing technology. They suffer the constant fear of becoming obsolete in a very short time. By nature, the employees of dotcom companies are high achievers who want to make it big at short notice with a major purse.

However, they lack interpersonal communication skills and have no emotional support to sustain the level of hard work and courage expected of them in the dotcom industry. The power of money as a motivator has been rated low in many earlier studies on job satisfaction. Dotcom is no exception to this.

Do Dotcoms Generate job Satisfaction?

The nature of the job is an important factor in deciding the level of job satisfaction experienced by employees. Even more important is the long-term prospect of employment in the organization; it is this that creates a sense of involvement and commitment to the job. The dotcom business itself is suffering from the rapid employee turnover. Whereas the brick and mortar type of business takes a long time to stabilize and grow and needs huge capital investment in infrastructure, the dotcom companies are knowledge based and rely more on intellectual capital. Consequently these click companies (dotcoms) also suffer a high infant mortality rate. Reports show the meteoric rise of some dotcom companies followed by an unexpected plunge, shattering the lifestyle of their employees. At the same time, jobs in these companies are most challenging. The huge emoluments in the form of salary and other benefits, the air-conditioned environment, the non supervision style, the occasional pay-tie, the work culture, the techno-savvy nature of the job have a high potential ability to generate satisfaction. This is the dilemma addressed in this research paper.

The question is whether job satisfaction is intrinsic as well as extrinsic in nature. A satisfied employee derives his level of

satisfaction from various source. Job satisfaction is a feeling of affiliation that a person derives from his job and the context in which he operates. The resultant satisfaction Leads to a higher level of involvement, a greater degree of participation, greater cost consciousness and timely maintenance of job schedules. Locke (1976) defined job satisfaction as a pleasurable emotional state, resulting from the perception of one's job as fulfilling one's important job values, provided these values are compatible with one's needs. Job satisfaction is the most widely researched subject in the area of human resources management. According .to an estimate of Locke (1976) about 4000 articles were published till 1976 in the area of job satisfaction. Yet there is perhaps not a single area in social research, so fraught with ambiguity, conflicting opinions and methodological nuances as work satisfaction. Brayfield Rothe (1951) used a scale to measure overall job satisfaction. This scale contained 18 items in relation to job satisfaction, put in a semantic five point scale (strongly agree, agree, not sure, disagree, and strongly disagree).(The total possible scores varied from 18 to 90 with the undecided or neutral point at 45. A total score above neutral point indicates satisfaction and below, dissatisfaction starts. The degree of satisfaction can be observed from the relative distance of the respondents from the neutral point).

As stated a large number of studies have been conducted on job satisfaction. These studies have shown variations in their findings regarding job satisfaction and the context of job behaviour. In the earlier decades of study, Rothlisberger and Dickson found no clear

relationship between job satisfaction and performance. Vroom found a very weak relationship between job satisfaction and turnover. Studies conducted in the eighties and nineties found that job factors are not unidirectional in their effects. They served as sources of both positive and negative satisfaction. Personal factors like skill, experience, education, mental health have a significant influence on overall job satisfaction. The later studies have also proved that job Security, recognition for good work and good environment are seen as more important than promotions. These last findings are mostly observed in technology driven and heavy equipment industries like computers, satellites and four wheeler manufacturing.

The important factors identified in the earlier studies related to job satisfaction are poor working conditions, peer group behaviour, the routine nature of the job and the working hours. These latter findings form a major part of the research conducted in western business environments and are also typical of software based industries and business operating with severe time constraints, stiff deadlines and varying work orders. Lack of alternative job opportunities, job insecurity, profit centered company policies with limited employee welfare orientation, absence of recognition were also major causes of dissatisfaction

METHODOLOGY OF THE RESEARCH

No earlier study on job satisfaction related to this growing business, the dotcom world was found during the literature Survey. One of the hypotheses that can be set forth for this limited research is

based on the nature and amount of the rewards attached to the job. Since jobs in the dotcom world are high technology based and depend on intelligent manpower, a reward system, unparalleled in many conventional industries, is the norm. It is, therefore, hypothesized that the level of job satisfaction should be high. On the other hand it is observed that the rate of company failures in the dotcom business is high. This generates job insecurity among the employees. Constant technological up gradation leading to the fear of becoming obsolete is also a factor generating job dissatisfaction in dotcom industries. This study was conducted among a sample of one hundred fifty executives at various levels, starting from content managers and going up to vice presidents of dotcom companies, spread over six cities of Jordan. The samples obtained from each of the cities are given in the parentheses. The ratio of male-female in the overall study was 2:1 (100M : 50F). The average life of the companies selected for the study was more than one year. The nature of the dotcom companies covered were both the (B to C) and (B to B) kind of Operations.

The researcher decided to follow the Brayfield-Rothe Scale of 18 items with a researcher decided with a contextual modification to fit the dotcom kind of business operations. The scale for Perceived Importance of job Facets was used to measure the relative importance of specific job factors as perceived by the dotcom employees. Specific aspects of the job functional commonalties were associated and attempts were made to keep the nature and hierarchical diversity of the job content to the minimum possible of fourteen items) were given in a five point scale A pilot study with a small sample (respondents

known to the researcher whose opinions were not accounted for in the final study) was undertaken to modify the questionnaire; A split-half technique tested the reliability of the questionnaire where the reliability coefficient (0.75) was statistically significant.

A part of the questionnaire also dealt with life satisfaction components in job related and personal factors. In this section the first part covered ten factors, concerning satisfaction in specific aspects of the job. The indices represent job factors in dotcom business operations affecting employee attitudes. The response pattern was in a dichotomous format. Questions related to satisfaction with family and social life were also put in a dichotomous format with options of satisfaction/dissatisfaction. Open-ended questions were also put to supplement the exploration through the structured questionnaire and to understand the major causes of job dissatisfaction of the dotcom employees.

The dotcom organizations themselves were briefly studied to understand the nature of their business (portal, vortal), the nature of the operation (media/entertainment/business facilitator/ games and contests ,(the size and composition of the work force and the overall financial performance. This would enable one to correlate the major findings of the opinion survey with the operational structures of dotcom companies.

RESULTS

Some of the relevant and significant results of the study are presented in the following tables.

Table 1: Level of Satisfaction with the job and Company

Respondent's	With the job	With the company
Satisfaction	109	37
Dissatisfaction	41	113

The results from the table show that a majority of the respondents (73 per cent) are satisfied with the job they are doing whereas a majority (75 per cent) are dissatisfied with the company in which they are working. This finding appears self contradictory. As an explanation, it may be that the nature and content of the job is the driving force behind satisfaction ,whereas apprehensions and operational problems leading to doubts about the long term survival of the company are indicators of dissatisfaction.

From the table 2, it is observed that salary is rated as the highest factor for providing job satisfaction in dotcom companies. the nature of the job, with its scope for creative execution, finds a higher . rating compared to issues like job security. Extended working hours and fear of a loss of the job due to the venture failing create the highest dissatisfaction with rating scores below the average values.

Table - 2: Mean Ranks and Rank Orders of the Dotcom Employee's ratings of Perceived Importance of Specific Job Aspects to the Overall Satisfaction

Aspects of job	Mean Rank	Rank Order
Salary	4.14	1
Autonomy in Operation	4.08	2
Recognition for Good Work	4.02	3
Desired Job	4	4
Opportunity for Compensatory Overtime	3.92	5
Open Communication	3.88	6
Job	3.85	7
Participatory Decision Making	3.80	8
Work Autonomy	3.77	9
Working Environment	3.61	10
Relation with Colleagues	2.66	11
Job Variety	2.51	12
Working Job Security	2.03	13

From an analysis of Table 3, it is evident that there is no significant influence. of personal factors on the overall job satisfaction, except for experience. Experience in other kinds of software operation is basic requirement for jobs in dotcom companies. Hence, it is the most relevant personal factor related to job satisfaction.

Table - 3: Mean Differences in Overall Job Satisfaction According to Some Personal Factors

Groups	Mean	S.D	T	P
Age up to 2 years	63.62	7	7.08	N.S.
Age above 25 years	63.33	7.94		
Experience upto 1 year	65.18	10.21	-1.95	<0.05
Experience above 1 year	65.48	6.32	-1.96	
Female	64.14	6.08	-3.3	N.S.
	64.65	7.00		
Male	63.62	7.61		N.S.
Married	62.28	8.43	-0.10	
Unmarried				

from an analysis of table 4, it is found that a significant dissatisfied with their job working conditions. On the other hand, it is observed that a higher percentage of respondents were satisfied with parameters like salary recognition for good work, peer group relations, work autonomy and behaviour of the bosses through a participatory management style and the facility of open communication with the boss.

Table - 4 : Level of Satisfaction with Various Aspects of Job

Aspects of Job	Percentage of satisfied employees	Percentage of dissatisfied employees	Chi square	P
Job Security	56	94	6.76	<0.01
Working Hours	70	80	1.96	NS
Job Status	60	90	4.00	<0.05
Salary	120	30	33	<0.01
Working conditions	45	105	16	<0.01
Recognition for good work	101	49	6.76	<0.01
Participatory Management	90	60	4.84	<0.05
Peer Group Relation	99	51	7.84	<0.01
Open Communication	94	56	6.76	<0.01
Work Autonomy	102	48	5.76	<0.01
Behaviour of Boss	105	45	14.44	<0.01

From an analysis of Table 5, it is observed that a majority of the respondents are dissatisfied with their family and social life. This may be attributed to the extended working hours, irregular life style and constant work pressure which are reflected in the social behaviour of the dotcom employees.

Table 5 : Level of Satisfaction with Family and Social Life of

Dotcom Employees

Factor	Percentage of satisfied Employees	Percentage of Dissatisfied Employees	Chi-Squire	P
Family Life	39	111	23.04	<0.01
Social Life	30	120	38.44	<0.01

Table 6 :Correlation between job Satisfaction and Performance of Respondents

No. of Respondents	R	T	P
150	0.69	2.80	<0.01

From Table 6, it is found that there is a significant positive correlation between job satisfaction and performance. The sense of accomplishment due to the project mode of operation and the creative work is one of the factors responsible for the high correlation between job satisfaction and performance.

The results from the Table 7 reveals that there is a significant negative correlation between the level of satisfaction and the employees' perception of their job security. The idea of the instability of the dotcom business has entered the minds of the employees giving them apprehensions regarding the tenure of their job in their respective companies.

Table - 7: Correlation between job Satisfaction and Perception of Job Security of the Dotcom Employees

No. of Respondents	r	t	p
150	-0.31	2.85	<0.05

Table - 8: Correlation between job Satisfaction and job Status

No. of Respondents	r	t	p
150	-0.45	2.69	<0.01

Though dotcom companies offer an exorbitantly high salary structure, the respondents did not find the usual job status associated with their salary .The reasons for this are that money lending financial institutions and other facilitating organizations like insurance companies, credit car companies do not rely on their high salaries to provide dotcom employees with customized services in contrast with the trust they show to the employees of brick and mortar companies. Thus job satisfaction shows negative correlation with job status.

Table - 9 : Important Causes of Job Dissatisfaction as perceived by Dotcom Employees

Causes of Dissatisfaction	Percentage
Volatile Nature of Industry	73.0
Turn Around of Venture Capitals	70.0
Faulty Business Model	68.0
Market non-responsiveness	60.0
Lack of Job ‘Security	60.0
Lack of Job Status	59.0
Problem of Family and Social Life	57.0

From an analysis of Table 9, a peculiar and unique contextual trend emerges in the case of dotcom employees The satisfaction

indicators for conventional companies are related to the nature of the job only in the context of the firm, Macro- phenomena like the state of the industry play an insignificant role in generating job dissatisfaction. A divergent trend is clearly indicated in the present study. The lucrative salaries and the creative job responsibility brought people to work 'for these click companies, but the unstable nature of the industry largely affects the level of their job satisfaction. The fear of a collapse of their company and the loss of their jobs if the market for dotcom products are dissatisfaction.

CONCLUSION

The present study highlights some of the major reasons that create job dissatisfaction among dotcom employees. Although conventional sources Of dissatisfaction like salary, promotions, autonomy for work are not relevant in the dotcom business, the level of satisfaction is limited due to some emerging phenomena like the volatile industry structure, the flat organizational design, a non-responsive market and other allied factors Thus the possibility of managing these dissatisfaction indicators at the organization level is remote. Rather, psycho-social machinery to create inter organization and inter-industry job confidence is needed, so as to increase job satisfaction levels in the dotcom industry.

N. B.: Names of the dot corn companies **selected for the study are disguised at the companies' request**

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