Job Satisfaction of IT/IS Professionals: The Impact of Top Management and IT Managers

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Abstract
The capabilities of information technologies (IT) and information systems (IS) and their role in most of today's businesses has made IT/IS professionals scarce and precious resources for organizations. However, many job-related pressures such as ensuring business continuity in today’s competitive environment have increased their turnover. Prior research has shown job satisfaction to be a significant driver of such turnover. Therefore, a closer investigation on the antecedents of job satisfaction is required. In the past, this issue has been studied from three main perspectives: personal traits, job and organizational characteristics, and career orientations. Our focus is more specifically on how top management and IS management can affect job satisfaction of IT/IS professionals. Our results show that the managerial competence of IT managers, in terms of their ability to effectively utilize IT/IS professionals' skills, and to be an effective representative with top management is a significant predictor of these professionals' job satisfaction.

Keywords
IT professionals, IS professionals, IT awareness, managerial competence, job satisfaction

Introduction
It is unanimously agreed that information technologies (IT) play a critical role not only in empowering organizations to reach their full operational potential, but also in enabling them to create sustainable competitive advantages (Ferrat et al. 2005). IT/IS professionals are an invaluable resource for businesses in this regard. These professionals are required to work for extended hours and undergo various organizational roles (Hoffman 2003). Longer working hours and a perpetual state of “rush” or crisis (Ahuja 2002; Meyerson et al. 2000), together with the incessant increases in the sophistication of technologies, have caused IT/IS professionals to suffer from relatively higher levels of burnout than professionals working in other areas (Chang et al. 2012; Moore 2000).

Based on prior research, work exhaustion leads to such consequences as lowered job satisfaction (Rutner et al. 2008) and increased turnover among IT/IS professionals (Moore 2000; Niederman et al. 2004; Shih et al. 2011; Shih et al. 2013). Undoubtedly, employee turnover is an undesirable outcome for organizations. The strategic importance of IT/IS professionals, in conjunction with their persistent turnover (Jiang et al. 2001), has made this turnover a critical issue for IT human resource management. The annual rate of turnover for IT workers is estimated to be 20% (Lounsbury et al. 2007); burdening corporations with a cost of one to seven times the professional’s salary to find a replacement (Kochanski et al. 2001). Turnover among IT/IS professionals will be a chronic problem in the coming years (Joseph et al. 2007).

Due to its negative impacts on organizational performance, IT/IS professionals’ turnover has long been a subject of research among scholars (Chen 2008; Joseph et al. 2007), with job satisfaction being the most cited antecedent of turnover (Agarwal et al. 2001; Joseph et al. 2007). Therefore, job satisfaction as a main driver of turnover and many other organizational constructs –e.g., turnover intentions, absenteeism,
functioning, and organizational commitment (Ghapanchi et al. 2011; Ragu-Nathan et al. 2008) – has garnered attention among IS scholars.

“Table 1” summarizes prior studies. Job satisfaction of IT/IS professionals has been mainly investigated from three broad perspectives: personality traits (e.g., Lounsbury et al. 2007), job and organizational characteristics (Chen 2008; Kamalanabhan et al. 2009; Lim, 2008; Morris et al. 2008; Reid et al. 2008; Rutner et al. 2008), and career orientations (McMurtrey et al. 2002).

<table>
<thead>
<tr>
<th>Independent Variable(s)</th>
<th>Dependent Variable(s)</th>
<th>Research Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career orientations</td>
<td>Job satisfaction of IT workers</td>
<td>McMurtrey et al. 2002</td>
</tr>
<tr>
<td>Job characteristics</td>
<td>Job satisfaction of IS personnel</td>
<td>Chen 2008</td>
</tr>
<tr>
<td>Role ambiguity, Perceived organizational support, leader-member exchange, task variety</td>
<td>Affective organizational commitment and job satisfaction of government IT employees</td>
<td>Reid et al. 2008</td>
</tr>
<tr>
<td>Employee engagement</td>
<td>Job satisfaction in the IT industry</td>
<td>Kamalanabhan et al. 2009</td>
</tr>
<tr>
<td>Demographic, socioeconomic and work-related variables</td>
<td>Job satisfaction of IT workers in academic libraries</td>
<td>Lim 2008</td>
</tr>
<tr>
<td>Personality traits</td>
<td>Job and career satisfaction of IT workers</td>
<td>Lounsbury et al. 2007</td>
</tr>
<tr>
<td>Internal and external anchors</td>
<td>Career satisfaction of entry-level IS professionals</td>
<td>Jiang et al. 2001</td>
</tr>
<tr>
<td>Role Stress fit</td>
<td>Job satisfaction and organizational commitment of IT professionals</td>
<td>LeRouge et al. 2006</td>
</tr>
<tr>
<td>Electronic monitoring at work place</td>
<td>Job satisfaction of software professionals in Sri Lanka</td>
<td>Samarayanake and Gamage 2011</td>
</tr>
<tr>
<td>Job characteristics</td>
<td>Job satisfaction in telecommunications</td>
<td>Morris and Venkatesh 2010</td>
</tr>
</tbody>
</table>

**Table 1. Summary of extant literature on job satisfaction of IT professionals**

As can be noticed, there is a dearth of investigation into the influence of management-related factors on IT/IS professionals’ perceived level of job satisfaction. Due to the challenging and stressful nature of their tasks, IT/IS professionals want to be actively involved with their managers and gain support from them as well as their organization (Reid et al. 2008). Effective communications and relationships with organizational authorities whereby job objectives and expectations, job performance, and other related information can efficiently and sufficiently be transferred has been shown to enhance the perceived level of job satisfaction among IT/IS Professionals (Chen 2008; Gerstner et al. 1997). This calls for organizations to explore the best ways of improving the reciprocal relationship between management and IT/IS professionals. For example, the use of common terminology, which enables managers to have a general understanding about IT concepts and mechanisms, is one way of enhancing the mutual understanding between the two groups.

There are two management entities that influence IT/IS professionals’ job satisfaction: *top management executives* and *IT managers* that IT/IS professionals interact with to provide business support. Due to the critical role of information technologies and the widespread application of information systems in today’s business world, IT/IS professionals expect that their department is valued as much as any other in the organization. Therefore, we maintain that top management’s attitude toward the IT department impacts job satisfaction among IT/IS professionals. In a similar vein, we contend that the perceived IT

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1. In our search we used combination of these words: “job satisfaction”, “information technology”, “information system”, “information”, “professional”, “IS professional”, “IT professional”

2. Conceptualized as “perceived IT awareness of top management”.
and managerial competence of IT managers are significant causes of job satisfaction among IT/IS professionals because IT/IS professionals interact with higher management through their departmental IT manager rather than directly. As a result, IT managers play a significant role in enabling this communication. A critical factor in this regard is the competence (both IT competence and business competence) of IT managers. Therefore, we examine the impact of a two factors – managerial and IT competence of IT managers, and top management’s IT awareness and attitude toward IT’s role – on job satisfaction of these skilled workers.

Conceptual Framework and Hypotheses Development

The proposed model of this study is illustrated in “Figure 1”. The model is composed of four constructs: perceived IT awareness of top manager(s), perceived managerial competence of IT managers, perceived IT competence of IT managers and job satisfaction of IT/IS professionals. Since application of information technology has become widespread in the last two decades, we believed managers would not answer self-reporting competency questions free of bias. As a result, we asked IT/IS professionals to report how they perceived their manager’s competence level. This approach seems to be more rational, because knowledge of a subject becomes valuable if one is able to apply it in practice. In other words, if a manager is actually competent, his/her subordinates would realize this competence via his/her actions. In the following sections, we will discuss the model’s constructs. However, we first elaborate on the notion of “competence.”

The Meaning of Competence

There appears to be no consensus on the definition of competence (Jubb et al. 1997; Strebler et al. 1997). It was primarily used in the field of education to clarify the protégé – mentor behavior (Hoffmann 1999). Other scholars and practitioners of different disciplines have developed various meanings for competence, each customized to their own fields. For example, psychologists were interested in the concept as a measure of ability (Sternberg et al. 1990). The rationale behind this adaptation is the importance of the context in which the competencies might be applied (Cardy et al. 2006; Hoffmann 1999). Hence, the field of information systems and information technologies too requires a specific definition of the term. Since the introduction of the term to the field of management by Boyatzis (1982), many scholars have explored this concept and as Hoffmann (1999) summarizes the literature, it has been studied from three main viewpoints:

- Observable performance;
- The standard of the outcome of the individual’s performance; or
- The principal characteristics of an individual

Although the literature suggests “competence” as a broad capacity more properly applicable to individuals, and refers “competency” to people’s propensity and more appropriately applied to activities, we treat the two terms interchangeably in this study.
Whereas the first two of the above streams evaluate competency as an output of one’s job, the last one zeroes in on the needed inputs of individuals to be able to generate adequate performances. This is in line with Boyatzis’s (1982) definition of the concept: “competency” is “an underlying characteristic of a person which results in effective and/or superior performance in job”.

Boyatzis (1982) further elaborates on competency by describing it as what people bring with them to accomplish their jobs. Similarly, Cheetham and Chivers (2005, p. 77) describe professional competence as owning a range of qualities required for effective performance within an occupation, and the ability to organize them consistently to generate the desired overall outcomes. These characteristics or qualities, as researchers denote, include a body of knowledge, abilities, skills, experience, as well as personalities of employees (Boyatzis 1982; Turner et al. 1994). Based on the strong support for the input-oriented approach in the literature, we will adopt it in this paper as the foundation for investigating IT competencies. In other terms, we conceive “competence” as what an individual should possess to perform competently in his/her job.

Bassellier et al. (2003) defined competence as being composed of business managers’ knowledge and experience in IT. Based on their argument, knowledge is an essential part of competence; however, since competence is rooted in daily practice, knowledge per se is not a sufficient representative for competence. In this regard, competence is beyond sheer possession of knowledge and it also includes the exploitation of such knowledge (Bassellier et al. 2003). They further decomposed IT competence to areas in which a business manager should have an insight; and also investigated the impact of this competence on managers’ intention to champion IT within their organizations.

An investigation of the extant literature was done to find out how competence is redefined in the field of IT. “Table 2” summarizes the results. As it can be seen, manager’s IT competence is the subject of three of these studies. In their study of IS development projects, Iacovou et al. (2009) investigated the reporting process of IS development initiatives. They found that executives’ familiarity with IS development processes has a positive effect on quality of performance reports. Another study (Preston et al. 2009) explored the role of top management team’s IS knowledge – as a common language between them and the CIO – in achieving strategic IS alignment. However, in both of these studies, the concept of IT competence was not further expanded.

<table>
<thead>
<tr>
<th>Construct</th>
<th>Definition</th>
<th>Unit of Analysis</th>
<th>Research Support</th>
</tr>
</thead>
<tbody>
<tr>
<td>User professionalism</td>
<td>The ability to use IT in general</td>
<td>User</td>
<td>Bhattacherjee et al. 2006</td>
</tr>
<tr>
<td>IT leveraging competence</td>
<td>The ability to effectively use IT functionalities</td>
<td>Business units</td>
<td>Pavlou et al. 2006</td>
</tr>
<tr>
<td>Top management team’s (TMT) strategic IS knowledge</td>
<td>TMT’s knowledge about potentials and limits of current and prospective IS, as well as competitors’ use of IS</td>
<td>TMT</td>
<td>Preston et al. 2009</td>
</tr>
<tr>
<td>Executive’s knowledge</td>
<td>Executive’s level of familiarity with the IS development process</td>
<td>Project executive</td>
<td>Iacovou et al. 2009</td>
</tr>
<tr>
<td>IT competence</td>
<td>Knowledge and experience of the business manager</td>
<td>Business manager</td>
<td>Bassellier et al. 2003</td>
</tr>
</tbody>
</table>

Table 2. IT competency in IS literature

We are not aware of any prior research investigating the relationship between managers’ IT competence and job satisfaction of IS professionals. Consequently, the current research can potentially add to our understanding of the relationship between these two constructs.

**Job Satisfaction**

Due to its relationship with job performance as well as other organizational outcomes, job satisfaction has long been studied by organizational practitioners. Locke (1976, P.1300) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”.

4 Twentieth Americas Conference on Information Systems, Savannah, 2014
Hackman and Oldham (1975) conceptualize the term as one's emotional reactions to his/her job. Similarly, it is defined as the primary affective response of employees to different aspects of the job and its experiences (Guimaraes et al. 1992). Hence, job satisfaction is more of an internal state that relates to the attitudes, feelings, and preferences of an employee toward his/her job.

As discussed earlier, job satisfaction is a main driver of turnover among IT/IS Professionals. Strategic value of these professionals in facilitating a smooth and reliable flow of information in organizations, and even providing the basic infrastructure for many new business models, has rendered their turnover an extremely disastrous phenomenon for continuity of most businesses. Extant literature has noted a difference between personal characteristics and incentives of professional workers and those of general workers (Igbaria et al. 1999). Therefore, we believe the current study will help scholars of the field to obtain a more thorough understanding of antecedents of job satisfaction and how they interact.

**Competence of IT Manager and Job Satisfaction**

The stressful working environments, caused by the rapidly changing nature of the IT, lead to high rates of separation among IT/IS Professionals (Dhar et al. 2010). To attain strategic goals, retaining of IS professionals is a critical factor for organizations (Chang et al. 2012). Prior research has identified supervisor support as a factor that positively impacts job satisfaction (Currivan 2000). Moreover, as discussed earlier, due to their challenging and stressful job and the need for regular communications with organizational managers, job satisfaction of IT/IS professionals is also affected by how they believe their direct (departmental) manager plays his or her role in appropriately presenting the unit’s achievements and obtaining organizational appreciation for the unit’s outcomes. Consequently, we conceptualize IT manager competence in terms of **IT competence** (knowledgeable in certain basic concepts related to IT/IS development and use) and **managerial competence** (handling the skills of the IT/IS professionals and being an effective communicator of the achievements and role of the IT department).

An IT manager’s experience in the field can enhance the quality of his/her departmental directorship, as well as relationship with the personnel. It would be particularly effective if the manager is perceived as competent by the IT/IS professionals. Therefore, IT manager’s competence will influence the job satisfaction of IT/IS Professionals.

**Hypothesis 1:** Perceived IT competence of IT managers positively influences job satisfaction of IT/IS professionals.

**Hypothesis 2:** Perceived managerial competence of IT managers positively influences job satisfaction of IT/IS professionals.

**IT awareness of Top Management and Job Satisfaction**

On average, only one in three top management executives is sufficiently aware of how IS operates in their company, whereas this ratio is between 60% and 80% in successful companies (Weill et al. 2005). Detailed interviews of 50 CIOs and CEOs between 2000 and 2010 has shown that in order to attain top management support, IT/IS professionals need to improve their business and managerial skills (Stemberger et al. 2011). Also, based on prior research, effective organizational conveyance mechanisms can improve IS personnel’s job satisfaction (e.g., Chen 2008). Therefore, we hypothesize that in order to improve organizational communication arrangements, top managers also need to acquire a better understanding of IS workings and mechanisms. However, competence in this case mostly deals with managerial issues of IS, rather than sheer technological knowledge. Therefore, we conceptualize it as “perceived IT awareness of top management” to better reflect the idea. IT awareness includes an appreciation of the critical role of IT in the organization and support for such a role. Effective and frequent communications between top management and IT/IS Professionals, whereby job objectives, feedback, and other related information can clearly be transferred has been shown to enhance the perceived level of job satisfaction among IS professionals (Chen 2008; Gerstner et al. 1997). Hence, top managers’ awareness not only affects overall firm performance, but also enhances the quality of communication between the two groups.
Hypothesis 3: Perceived IT awareness of the top management positively affects job satisfaction of IS professionals.

However, the impact of top management executives’ IT awareness is also mediated through IT managers’ competence. Therefore, we hypothesize that:

Hypothesis 4: Perceived IT competence of IS managers is reported to be higher when perceived IT awareness of the top management is higher.

Hypothesis 5: Perceived managerial competence of IS managers is reported to be higher when perceived IT awareness of the top management is higher.

Measurement and Participants

Using survey facilities of Qualtrics.com, the study was conducted over a one-month period among IT/IS professionals of the central IT facility in a major Midwest US state university. After data was collected from those professionals, the study was also administered to IT/IS professionals in three different organizations to acquire a more diverse data set. The measurement instrument (appendix 1) included twenty-seven 7-point Likert scale questions on the proposed constructs of the model. The total time required to fill the scale was not expected to be more than 10 minutes. An extra question was deliberately used for quality control purpose to filter the responses that were filled inaccurately. Using this quality question 118 valid responses were obtained, among which 15 observations were dropped after outlier and leverage analysis. As a result, a sample of 103 responses was left for analysis.

Some items on the measurement scale were adopted from previously validated scales; however, most of them were newly developed due to the fact that no such scale existed in the literature. To build the items, we followed the guidelines for scale development by DeVellis (2012) to develop a preliminary pool of items for each of the constructs. Content validity of the items were approved by fifteen IS and academics in the field. Specifically, the experts were asked to rate the relevance of each item to what it was intended to measure. When content validity of the items was satisfied, they were administered among 30 graduate students with prior IT-related work experience to evaluate items’ performance. Reliability and validity tests were performed next.

Item Reliabilities

Confirmatory factor analysis (CFA) was performed to assess item loadings. CFA results indicated which items should be kept and which should be dropped from the model for final structural analysis. Items with a standardized loading of less than 0.7 explain less than 50% of variability in the underlying latent construct. Therefore, we dropped these items before we performed the path analysis. Item loadings are presented in “Table 3”. Correlations between constructs are shown in “Table 4”.

Scale Validation

Validity of the measurement model was tested by the CFA. Summary of the results is presented in “Tables 4 and 5”. “Tables 3 and 5” can be used to confirm discriminant validity, since none of the items have a correlation of greater than 0.85 with other constructs. Based on these results, reliability and validity of the scale is satisfied.

Data Analysis and Discussion

JMP Pro 10, a SAS-based software with capabilities for testing structural equation modeling (SEM) models, was applied as the primary tool to test research hypotheses. The results of the analysis are summarized in “Table 6”.
Table 3. Item loadings

<table>
<thead>
<tr>
<th>Construct</th>
<th>Item #</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
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</thead>
<tbody>
<tr>
<td>Top Manager IT Awareness</td>
<td></td>
<td>0.8</td>
<td>0.82</td>
<td>0.63</td>
<td>0.87</td>
<td>0.72</td>
<td>0.87</td>
<td>0.79</td>
<td>0.79</td>
<td>0.67</td>
<td>0.75</td>
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<tr>
<td>IT Manager IT Competence</td>
<td></td>
<td>0.68</td>
<td>0.90</td>
<td>0.91</td>
<td>0.72</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Manager Managerial Competence</td>
<td></td>
<td>0.77</td>
<td>0.78</td>
<td>0.87</td>
<td>0.54</td>
<td>0.78</td>
<td>0.83</td>
<td>0.91</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td>0.25</td>
<td>0.73</td>
<td>0.84</td>
<td>0.66</td>
<td>0.66</td>
<td>0.60</td>
<td>0.71</td>
<td>0.86</td>
<td>0.65</td>
<td>0.65</td>
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</table>

Table 4. Summary of convergent validity

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Top Management IT Awareness</th>
<th>IS Manager’s IT Competence</th>
<th>IS Manager’s Managerial Competence</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composite Reliability</td>
<td>0.935</td>
<td>0.882</td>
<td>0.927</td>
<td>0.853</td>
</tr>
<tr>
<td>Average Variance Extracted</td>
<td>0.64</td>
<td>0.62</td>
<td>0.68</td>
<td>0.66</td>
</tr>
</tbody>
</table>

Table 5. Summary of construct correlations

<table>
<thead>
<tr>
<th>Top Manager IT Awareness</th>
<th>IT Manager IT Competence</th>
<th>IT Manager Managerial Competence</th>
<th>Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Manager IT Awareness</td>
<td>1</td>
<td>0.235</td>
<td>0.317</td>
</tr>
<tr>
<td>IT Manager IT Competence</td>
<td></td>
<td>1</td>
<td>0.485</td>
</tr>
<tr>
<td>IT Manager Managerial Competence</td>
<td></td>
<td>1</td>
<td>0.832</td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td>1</td>
<td></td>
</tr>
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</table>

Table 6. Summary of hypothesis testing

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Standard Path Coefficients</th>
<th>t Value</th>
<th>p value</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1: IS Mgr. IT Comp. → Satisfaction</td>
<td>0.067</td>
<td>1.00</td>
<td>Not Supported</td>
</tr>
<tr>
<td>H2: IS Mgr. Manag. Comp. → Satisfaction</td>
<td>0.798</td>
<td>14.69</td>
<td>p &lt; 0.01 (supported)</td>
</tr>
<tr>
<td>H3: Top Management → Satisfaction</td>
<td>0.065</td>
<td>0.85</td>
<td>Not supported</td>
</tr>
<tr>
<td>H4: Top Mgmt → IS Mgr. IT Comp.</td>
<td>0.228</td>
<td>2.42</td>
<td>p &lt; 0.05 (supported)</td>
</tr>
<tr>
<td>H5: Top Mgmt.” IS Mgr. Mgmt Comp.</td>
<td>0.323</td>
<td>3.39</td>
<td>p &lt; 0.01 (supported)</td>
</tr>
</tbody>
</table>

4. Item numbers are defined in the appendix. Loadings shown in red were dropped from later analyses due to their low reliabilities.
The results in “Table 6” suggest that when top management are sufficiently aware of the contributions of the IS department and provide required support, IS managers are perceived to have higher levels of IT and managerial competence. However, job satisfaction of IS professionals is only driven by their direct supervisors’ managerial competence. Neither top management’s IT awareness nor IS manager’s IT competence significantly influence IS experts’ reported job satisfaction.

**Conclusions**

The ever-increasing speed, with which businesses become more dependent on information technologies, has turned IT/IS Professionals into vital assets for most businesses. Job satisfaction of these professionals has been cited as a major reason for their turnover.

Thus far, IS scholars have been focusing on the interplay between personal, organizational or job characteristics and the job satisfaction of IT/IS professionals. This study contributes to the existing body of knowledge on job satisfaction of IT/IS professionals by exploring the managerial factors ignored in prior studies: perceived top management awareness of IT and the role of IT managers’ perceived competence. We believe that one of the major contributions of our study is to introduce the role of managerial IT awareness and competence.

Our results show that top manager’s IT awareness has a positive impact on how IS professionals view managerial competence of their direct supervisors. Our results also show a large effect size for IT manager’s managerial competence (standardized value = 0.798 in Table 6). Coupled with an R-squared of 0.685 for Job Satisfaction, the results clearly underline managerial competence as an important predictor of IT/IS professionals’ job satisfaction. To our knowledge no study has shown this previously. However, neither top management awareness nor the IT managers’ IT competence was found to have a significant direct effect on job satisfaction of IT/IS professionals. Nevertheless, the results of this preliminary study show that the role of managerial awareness and competence on IT/IS professionals’ job satisfaction cannot be ignored, and presents a fruitful area for further research. The results can also help organizations to better understand the relationship between managers and IT/IS professionals and thereby, increase job satisfaction among one of their most critical workers in today’s highly competitive business environment.
Appendix 1. Measurement Scale

Part A. Please answer the following questions about the IT manager.
The IT manager(s) that I work with are sufficiently familiar with... (ITComp 1-4)

1. database concepts and applications
2. systems development methods
3. systems development life cycle
4. software project management practices

The IT manager of my organization ... (ITMgr 1-7)

5. reports our achievements properly
6. appropriately negotiates with other managers
7. is able to correctly reflect the department’s strengths
8. is able to convince top managers to allocate the required resources to the IT department
9. clearly states what s/he expects from each of us
10. is able to use our skills in the best way
11. is a good fit for this role

Part B. Please answer the following questions about your organization.
In the organization that I work (have worked) for, top management... (TopMgr 1-8)

12. appreciates the contributions of the IT department
13. appropriately supports the requests of the IT department
14. believes that the organization won’t succeed without the IT department
15. is properly aware of what goes on in the IT department
16. has regular meetings with the IT manager
17. is aware of the achievements of the IT department
18. provides regular feedback to the IT department
19. is able to convey what is expected from the IT department

In the organization that I work (have worked) for... (TopMgr 9, 10)

20. IT function is believed to have a strategic value
21. IT professionals are treated as key contributors

Part C. Please answer the following questions about your level of job satisfaction.
I am satisfied with... (JobSat 1-10)

22. my job security
23. the relationship between my supervisor and me
24. the frequency and sincerity of recognition for my contributions to the firm by my manager
25. the logistic support provided by the organization
26. the opportunity to apply my personal expertise in my job
27. the learning chances in my job
28. the top management’s leadership
29. the IT manager’s supervision
30. my job contents
31. my present employment

P.S. The following table shows how the items were obtained.

<table>
<thead>
<tr>
<th>Item Number</th>
<th>Source</th>
<th>Item Number</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>1, 5 to 21, 29, 31</td>
<td>Developed by the authors</td>
<td>24,25</td>
<td>Kamalanabhan et al. 2009</td>
</tr>
<tr>
<td>2-4</td>
<td>Bassellier et al. 2003</td>
<td>26-28, 30</td>
<td>Chen 2008</td>
</tr>
<tr>
<td>22,23</td>
<td>Lim 2008</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
References


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Strebler, M., Robinson, D. and Heron, P. 1997. “Getting the Best Out of Your Competencies,” *Institute of Employment Studies, University of Sussex, Brighton*
