

## Need Pattern, Job Satisfaction and Mental Health among IT Professionals

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### ABSTRACT

The present study designed to assess the need pattern, mental health and job satisfaction among male and female IT professionals. It also aimed to find out the relationship between need pattern, job satisfaction and mental health. The sample includes 60 subjects working in different IT companies like WIPRO, HCL, IBM, etc. and were divided equally on the basis of their genders i.e. male (N=30) and female (N=30). Need Pattern Scale, Job Satisfaction Scale and Mental Health Inventory were used to collect data. Obtained scores were analysed with the help of t-test and correlation coefficient. Findings of the study demonstrated a significant difference between male and female IT professionals only on the aggression and power dimensions of need patterns and total scores. Regarding job satisfaction both the group differed only on economy statement dimension. As far as mental health is concerned they showed significant difference on all dimension except perception of reality and integrating personality. No significant relationship observed between mental health and job satisfaction and need pattern irrespective of their gender.

**Keywords:** *Need Patterns, Job Satisfaction, Mental Health, IT Professional*

Employees that perceive a discrepancy between personal and organizational objectives may react with resistance to the need assessments. Resistances and fears may affect the motivation and performance of employees and undermine the validity of assessment outcomes. Employees that react positively towards the needs assessment procedure are likely to be more satisfied with the development program content. (Noe and Schmitt, 1986)

While organizations perceive the estimation of need evaluation and employee advancement to aid them to accomplish their objectives. Employees also have aspirations and understanding

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towards development opportunities which may enable them to grow and advance in their career. Therefore it seems important that the organization's efforts should be in line with their employees' need. (Pearn, 2002)

### ***Need Pattern***

Needs are reflections of the inner world, and are solely the responsibility of the individual. Our activities are motivated keeping in mind the end goal to accomplish certain necessities. Attempting to impose the attainment of a need upon the activities of another individual will just make disdain and dissension, (Maslow, 1943). A vigor that records for incitement, decision, course and perseverance of conduct is known as motivation and once the specialty of affecting conduct is learnt by the organization, the breach amongst individual and organizational objectives diminishes. (Verma, Rangnekar and Barua, 2011). Answer to 'what motivates individuals', is a key to achievement. As per McShane, Glinow and Sharma (2006), Needs are inadequacies that energies or trigger practices to fulfill those necessities. More grounded the needs; the more motivated the individual to fulfill them. As indicated by Fincham and Rhodes (2005) there can be two classes of motivational theories, one is Content and other is Process. The fundamental supposition of content theories is that same sets of needs are available in all people. Process hypothesis states that people vary as far as their needs and this distinction is because of mental process.

McClelland's Theory of needs emphasizes on three needs Need for Achievement (nAch); Need for Power (nPow) and Need for Affiliation (nAff). The theory was produced by David McClelland and his associates. Need for Achievement is the drive to exceed expectations, to endeavor to succeed, to have accomplishment against standards. Need for Power is to make others act in a manner in which else they would not have been acted on. Need for Affiliation mirrors the longing for close interpersonal and sociable affiliations (McClelland, 1961, 1975; Atkinson and Raynor, 1974; Stahl, 1986). Patterns cover the real sentiments held in an unhealed, turning state. Each individual has a stuff of motivations anticipating satisfaction; they turn into a pattern, and invigorate action. Identification of such pattern and satisfaction of those thought processes turns a man towards better performance adjustment and fulfillment (Sanghi, 1998). The Need for security is shared in all persons; as he becomes more mature in age, the worry upsurges. More dissatisfaction prompts aggression in life and makes the individual aggressive.

### ***Job Satisfaction***

Job satisfaction is very important aspect of employees' life and its non-attendance regularly prompts dormancy and decreased organizational commitment (Moser, 1997). Absence of job satisfaction is an indicator of quitting a place of employment, (Jamal, 1997). It has defined as a pleasurable state coming about because of the assessment of one's occupation as effective response and a disposition toward one's employment. Locke's Range of Affect theory (1976) is one of the most famous job satisfaction models which stated that satisfaction is determined by an

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inconsistency between what one needs and what one has in a vocation. Further, the theory explained that how much values a given facet of work moderates gives and how much satisfaction/dissatisfaction one can get when expectations are/aren't met. As indicated by dispositional theory, (Allport, 1936), individuals have inborn dispositions that cause them to have propensities toward a specific level of satisfaction, paying little heed to one's employment. Four centre self-assessments that decide one's disposition towards work satisfaction are: self-esteem, general self-efficacy, locus of control, and neuroticism. Further, two factor theory says that motivating factors are those parts of the employment that make individuals need to perform, and give individuals satisfaction, for instance accomplishment in work, acknowledgment, advancement opportunities. Faragher, Cass and Cooper (2005) found job satisfaction is most strongly associated with mental problems and strongest relationships were found for burnout, self-esteem, depression and anxiety.

### ***Mental Health***

Mental health is defined as *“a state of well-being in which every individual realizes his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community”* (W.H.O, 2014). The effect of mental health problems in the working environment has severe effects for the person as well as for the profitability of the enterprise. Employee performances, rates of sickness, non-attendance, mishaps and staff turnover are all influenced by workers' mental health status, (W.H.O, 2000). According to World Health Organization (WHO, 2001) mental health includes *“subjective well-being, perceived self-efficacy, autonomy, competence, inter-generational dependence, and self-actualization of one's intellectual and emotional potential, among others.”*

The most productive and effective employees are highly motivated and presumably in good health. Such representatives work vigorously, create brilliant results, and perform ideally. Unluckily, health issues in the work environment are on the ascent (Vézina, Bourbonnais, Marchand, and Arcand, 2008)

There is reliable confirmation from various cross-sectional (Broadbent, 1985; Broment, Dew, Parkinson, Cohen, and Schwartz, 1992) and longitudinal studies (Kawakami, Haratani, and Araki, 1992; Parkes, Mendham, and Rabenau, 1994; Stansfeld, Fuhrer, and Head, 1997; Niedhammer, Goldberg, Leclere, David, Bugel, and Landre, 1998; Mino, Shigemi, Tsuda, Yasuda, and Bebbington, 1999) that elevated amounts of psychological demands, including high work pace and high clashing requests, are prescient of poor emotional wellness. It depends upon the needs a person is having and the job he is holding and its impact on the health of the person, physical and mental. If the needs of the person are met with the job he is holding there are great chances of getting satisfied with the job and resulting in good physical and mental health because all these are interrelated. If the needs are met with the job he is holding then will definitely results in good health and a satisfied person for that job and vice versa.

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According to Blai (1964), there is close relationship between job satisfaction and need satisfaction and motivation. If the person's want is satisfied then no longer it is a want. If need is satisfied in a job there is job satisfaction. When pre potent needs are relatively satisfied then there is motivation for other needs to be satisfied. The basic needs are: 1) physiological, 2) safety, 3) belongingness and love, 4) importance, respect, self-esteem, independence, 5) information, 6) understanding, 7) beauty and 8) self-actualization.

According to Henwood, Derejko, Couture and Padgett (2014), the conceptual overlap between mental health recovery and Maslow's notion of self-actualization is hard to overlook and offers a strong hypothetical, though instinctive, guide to consider how material hardship, including vagrancy, may influence one's recuperation potential. Maslow's hypothesis would recommend that more fundamental needs should first be tended to before undertaking a procedure of recuperation or self-actualization (i.e. a "being need") that is recurrent and iterative.

There is developing evidence that present patterns in employment conditions that might disband levels of job satisfaction and specifically harming the physical and emotional wellness of employees.

### ***Objectives:***

1. To assess and compare the need pattern,(security, aggression, achievement, power and affiliation), Job satisfaction (Job Concrete, Job Abstract, Psycho-Social Statement, Economic Statement, and Community & National Growth )and Mental Health (Positive Self-Evaluation, Perception of Reality, Integration of Personality, Autonomy, Group-oriented Attitude and Environmental Mastery) among male and female IT professionals.
2. To find the relationship between need pattern,(security, aggression, achievement, power and affiliation), Job satisfaction (Job Concrete, Job Abstract, Psycho-Social Statement, Economic Statement, and Community & National Growth )and Mental Health (Positive Self Evaluation, Perception of Reality, Integration of Personality, Autonomy, Group-oriented Attitude and Environmental Mastery) of male and female IT professionals.

### ***Hypotheses:***

1. There would be a significant difference on need pattern,(security, aggression, achievement, power and affiliation), Job satisfaction (Job Concrete, Job Abstract, Psycho-Social Statement, Economic Statement, and Community & National Growth)and Mental Health (Positive Self-Evaluation, Perception of Reality, Integration of Personality, Autonomy, Group-oriented Attitude and Environmental Mastery) among male and female IT professionals.
2. There would be a significant need pattern,(security, aggression, achievement, power and affiliation), Job satisfaction (Job Concrete, Job Abstract, Psycho-Social Statement, Economic Statement, and Community & National Growth )and Mental Health (Positive

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Self-Evaluation, Perception of Reality, Integration of Personality, Autonomy, Group-oriented Attitude and Environmental Mastery) among male and female IT professionals.

### **METHOD**

#### *Participants:*

The sample consists of 60 IT professionals (middle level managers) working in different IT companies like WIPRO, HCL, IBM, etc. The sample includes equal number of male (n=30) and female (n=30) participants.

#### *Measures:*

- Need Pattern Scale developed by Sanghi (1998) consist of 30 items having five needs: security, aggression, achievement, power and affiliation. This scale has 0.86 test-retest reliability coefficient.
- Mental Health Inventory developed by Jagdish and Srivastava (1983) consists of 55 items with six dimensions i.e., positive self-evaluation, realistic perception, integration of personality, autonomy, group oriented attitudes, and environmental mastery. The reliability of the test is 0.75.
- Job Satisfaction Scale by Singh and Sharma (1995) consists of 30 items measuring two areas; job intrinsic (factors lying in the job itself) and job extrinsic (factors lying outside the job). The test-retest reliability works out to be 0.978.

#### *Procedure:*

Only willing and keen subjects were selected. And good rapport was established and maintained throughout the period of data collection. The maximum possible care was taken to ensure that no items were omitted by chance or otherwise. The subjects were requested to give authentic responses.

### **RESULTS**

Results obtained with the help of t-test, (table-1) indicated a significant difference between the scores of male and female IT professionals on the dimension of aggression, power and total need pattern. The mean scores of male were high (4.63, 4.73 & 22.56) as compare to female scores (2.73, 3.70 & 20.13).The effect size is (1.76, 1.01and 0.88 respectively) which falls under the category of high.

Table 2 has revealed a significant difference between male and female IT professionals on all the dimensions of job satisfaction (Job Concrete, Job Abstract, Psycho-Social Statement, and Community & National Growth and total score) except on the economic statement. The mean scores of male were high (15.23, 17.17, 20.27, 14.67& 79.63) as compare to female scores (13.70, 14.37, 17.17, 13.37, &70.97).The effect size is (0.601, 1.08, 1.053, 0.650 and 1.048

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respectively), which falls under the category of high. And also the mean values of both the gender suggested that females are less satisfied than their male counterparts.

As far as the mental health of the subject is concerned t-values (Table -3) indicated that male and female IT professionals differ significantly on mental health and its dimensions (positive self-evaluation, autonomy, group-oriented attitudes, and environmental mastery) except on perception of reality and integration of personality. Furthermore, males have scored higher as compared to females on the mean values of positive self-evaluation, autonomy, group-oriented attitudes, and environmental mastery. The mean scores of male were high (30.40, 18.60, 30.46, & 28.43) as compare to female scores (28.60, 16.80, 28.00 & 25.26). The effect size is (0.692, 1.175, 0.898 and 1.004 respectively), which falls under the category of high.

Table 4 indicated correlation coefficient between need pattern, job satisfaction and mental health among males professionals. Results showed no significant relationship between all the variables irrespective of their gender.

**Table 3.1: Shows the significance of difference between male and female IT professionals on Need Pattern Scores (N=30 for each group)**

Need Pattern	Gender	Mean	Std. Deviation	t-value	Cohen's d
Security	Male	3.9000	.92289	.594	0.153
	Female	4.0667	1.22990		
Aggression	Male	4.6333	.80872	6.855*	1.769
	Female	2.7333	1.28475		
Achievement	Male	5.1333	.81931	1.075	0.277
	Female	5.3333	.60648		
Power	Male	4.7333	1.01483	3.929*	1.015
	Female	3.7000	1.02217		
Affiliation	Male	4.1667	.94989	.490	0.126
	Female	4.3000	1.14921		
Total Need	Male	22.5667	2.35889	3.418*	0.883
	Female	20.1333	3.10432		

\* Significant at 0.05 level. \*\* Significant at 0.01 level.

Cohen's d: 0.8 and above large, 0.5 medium and 0.2 small (Cohen, 1988)

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**Table 3.2: Shows the significance of difference between male and female IT professionals on their Job Satisfaction Scores (N=30 for each group)**

Job Satisfaction	Gender	Mean	Std. Deviation	t-value	Cohen's d
Job concrete	Male	15.2333	2.50080	2.327*	0.601
	Female	13.7000	2.60172		
Job abstract	Male	17.1667	2.75535	4.208*	1.087
	Female	14.3667	2.38506		
Psychosocial Statement	Male	20.2667	1.63861	4.123**	1.053
	Female	17.1667	3.09040		
Economic Statement	Male	12.3000	1.34293	1.110	.0287
	Female	11.9000	1.44676		
Community & National growth	Male	14.6667	1.74856	2.519 *	0.650
	Female	13.3667	2.22033		
Total job Satisfaction	Male	79.6333	8.15151	4.057 *	1.048
	Female	70.9667	8.39328		

\* Significant at 0.05 level. \*\* Significant at 0.01 level.

Cohen's d: 0.8 and above large, 0.5 medium and 0.2 small (Cohen, 1988)

**Table 3.3: Shows the significance of difference between male and female IT professionals on their Mental Health Scores. (N=30 for each group)**

Mental health	Gender	Mean	Std. Deviation	t-value	Cohen's d
Positive self Evaluation	Male	30.4000	1.30252	2.680 *	0.692
	Female	28.6000	3.44013		
Perception of Reality	Male	21.4333	1.99453	.462	0.119
	Female	21.2000	1.91905		
Integration of Personality	Male	28.7667	2.55536	.868	.022
	Female	29.5333	4.10830		
Autonomy	Male	18.6000	1.47625	4.553 *	1.175
	Female	16.8000	1.58441		
Group oriented Attitudes	Male	30.4667	2.02967	3.479 *	0.898
	Female	28.0000	3.31142		
Environmental Mastery	Male	28.4333	1.73570	3.888 *	1.004
	Female	25.2667	4.10998		
Total mental Health	Male	158.10	5.09462	4.712 *	1.217
	Female	149.40	8.73597		

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**Table 3.4: Shows correlation co-efficient between Job Satisfaction, Mental Health and Need Pattern among Male and female IT professionals(N=30 for each group)**

		Job Satisfaction	Mental Health	Need Pattern
Job Satisfaction	Male	1	-.046	-.157
	Female	1	-.271	-.288
Mental health	Male		1	.015
	Female		1	.090
Need pattern	Male			1
	Female			1

### **DISCUSSION**

The present study designed to examine the need pattern (dimensions), Job satisfaction (dimensions) and Mental Health (dimensions) among male and female IT professionals. It also aimed to find out the relationship between these variables among male and female IT professionals.

Results obtained indicated a significant difference between the scores of male and female IT professionals on the dimension of aggression, power and total need pattern. The preset finding is in accordance with (Schuh, Bark, Quaquebeke, Hossiep, Frieg, and Dick, 2014; Mason, Zhang, and Dyer, 2010), who gave some indication that males will probably struggle for power in the work environment than are females. Men tend to give careful consideration to power cues and to be more inspired by power—the longing for the way to impact other individuals — which has been appeared to assume a part in creating gender orientation contrasts in leadership role occupancy.

According to Akhtar and Khushwaha (2015), the boys were more aggressive than girls as showing mean value of aggressive behavior 11.96 and 6.26 respectively. The data suggests that very small number of adolescent girls expressed their anger or aggressive behavior freely as contrasted with young men who have bigger number to express openly their hostility. Another fascinating finding uncovered that adolescent girls feel regretful in the wake of communicating their annoyance where young men don't feel remorseful. A non-significant difference has been found between male and female IT professionals on their need for security, achievement and affiliation. This finding is approved by the study of Mauno and Kinnunen, (1999), which showed that job insecurity and well-being were both relatively stable among the sexes during the follow-up period. For the achievement dimension of need pattern, the findings of Adsul and Kamble, (2008) have contradictory result, which showed that males have a high achievement motivation while females have a below average level of achievement motivation. The present contradictory finding can be accounted by the fact that in modern society both boys and girls are getting equal



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opportunities in all walks of life. As they grow up they wanted to be independent and accept all the challenges prevailing in the society. However, both have high need for achievement and desire for significant accomplishment, mastering of skills, control or high standards. Turner (1996) has found that females had a higher requirement for affiliation and power than males which is contradictory finding as from the present results. Here the possible reason could be that both the male and female IT professionals want to maintain a positive relationship with other people just to cope with the work stress and tried to balance their work and family life.

Results have also shown a significant difference amongst male and female IT professionals, on all the dimensions of job satisfaction (Job Concrete, Job Abstract, Psycho-Social Statement, and Community & National Growth and total score) except on the economic statement. This result can be approved by the study by Sousa-Poza (2000) at the International Social Survey Program, who concluded that in most of the cultures, women were definitely not as much satisfied as their male counterpart. While a contrasting study by Rast and Tourani (2012), proposes that employees are moderately satisfied with their job and there is no significant difference between male and female employees' job satisfaction. It can be accounted on the fact that the organizational biasness towards the employees and females find themselves more biased than males or in organizations females may have to put in more efforts to prove them in order to get promoted. Also, employees find themselves highly qualified for the job they are holding and are not fit for the job or thinking that the job they are holding impacting their social status in one way or the other. Any significance was not found on the dimension of economy. This may be because the organizations pay equally for the job and who holds the job does not matter. Employees are getting paid according to their profiles not by gender. Organizations do have the salary slabs and they work according to their policies set by the management.

As far as the mental health of the subject is concerned results indicated that male and female IT professionals differ significantly on mental health (positive self-evaluation, autonomy, group-oriented attitudes, and environmental mastery) except on perception of reality and integration of personality. Furthermore, males have scored higher as compared to females on the mean values of positive self-evaluation, autonomy, group-oriented attitudes, and environmental mastery. This finding corroborates with the study by Mohamed, Rajan, Kumar and Mohammed (2002) which resulted that men in general were found to have relatively better sense of well-being, better mental health and more progressive gender ideology. Females expressed more stress than men in a large portion of the fields concerned.

As interviewed by the employees, it was observed that they evaluate themselves and have the exact sight of real world. They are not the imaginative persons or day dreamers and are well aware of the real world and deal the relationship well in the environment. Both males and female IT professionals were noticed to know better how to come up with different shades of personality

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in difficult situations. Also, males prefer to work in groups rather individually in comparison to females.

Thus, H1: There would be a significant difference on need pattern, (security, aggression, achievement, power and affiliation), Job satisfaction (Job Concrete, Job Abstract, Psycho-Social Statement, Economic Statement, and Community & National Growth) and Mental Health (Positive Self-Evaluation, Perception of Reality, Integration of Personality, Autonomy, Group-oriented Attitude and Environmental Mastery) among male and female IT professionals is partially accepted.

Correlation coefficient between need pattern, job satisfaction and mental health between males professionals revealed no significant correlation among all the variables irrespective of their gender. Contradictory results have been found from the plethora of researches (Du Plessis, 2003; Maslow, 1968) have presented that the degree to which people are motivated by challenging tasks and by the sense that their capabilities are being strained directly effects on the job satisfaction that they experience. Individuals are propelled by their goals and objectives (Spector, 2003); goal involvement and goal achievement have additionally been reported to be positively related to job satisfaction, (Strydom and Meyer, 2002). These results are described by the contribution that achievement makes towards a person's self-esteem (Beach, 1980), that strong then their sense of contributing towards an organization. A need for achievement is often related to a need for power in the workplace (McClelland, 1987) and it has been shown that power is a significant predictor of job satisfaction for those workers who are motivated by it (Becherer, Morgan and Richard, 1982; Hoole and Vermeulen, 2003).

Present finding contradicts the study by Lee and Lee (2009) in their study have found that subjects with more severe psychological distress reported lower levels of job satisfaction on five dimensions measured by the JSQ-40. Factors related to organizational communication were especially important in overall job satisfaction and severity of psychological distress.

Thus, H2: There would be a significant need pattern, (security, aggression, achievement, power and affiliation), Job satisfaction (Job Concrete, Job Abstract, Psycho-Social Statement, Economic Statement, and Community & National Growth ) and Mental Health (Positive Self-Evaluation, Perception of Reality, Integration of Personality, Autonomy, Group-oriented Attitude and Environmental Mastery) among male and female IT professionals is not accepted.

### **LIMITATIONS**

The study consists of small sample size i.e, 60 and only quantitative method was used. The study can be strengthened by increasing the sample size and employing qualitative study.

## IMPLICATIONS

The major implication of this study is to redesigning work processes in order to increase the job satisfaction, security and affiliation need for the larger number of workers and to enhance their mental health that may directly be associated with organisational output. The findings of the study will serve as the reference material for the academicians.

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### *Conflict of Interests*

The author declared no conflict of interests.

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