Study on Exploring Job Evaluation of IT Professionals

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ABSTRACT: The company is responsible for the staff, which is one of the CSR. An employee has always been regarded as one of the most important assets of the corporation. Thus, the main purpose of this paper is to explore job evaluation of IT professionals in Taiwan. The authors can know the voices of employees' dissatisfaction through anonymous informants from ibee's website. The paper studies employees' job evaluation, based on 33 samples retrieved from http://ibeejobs.com which is related to job evaluation (IT Professionals). The employee's job satisfaction results are sorted from big to small: Mutual respect for cultural equality, Perfect system specification or Environmental facilities, Balance work and private life, Communication channels, Company prospects, Pay benefits, Evaluation of management, Employee morale, and Promotion opportunities. Evaluation of management, Employee morale, and Promotion opportunities are the key factors for job evaluation among IT professionals in Taiwan. The contribution of this paper is to help the practitioners of Taiwan to develop better employee relations. As a consequence, the chances of job evaluation by IT personnel will be significantly reduced. This discovery can be used as a reference for industry and academia.
KEY WORDS: CSR, IT professionals, job evaluation, Taiwan.
JEL Classification: M12, M14

I. INTRODUCTION

Regard on the research of employee voice and participation is longstanding. And this topic renewed debates over the need for union voice in recent years (Budd et al., 2010). There are external macro market pressures and internal micro organizational dimensions affecting voice in the non-union workplace (Dundon & Gollan, 2007). HPWP (High-Performance Work Practices) score practices are indeed affecting performance via work intensification (Ramsay, et al., 2000). The line manager's developing leadership behavior certainly influences the way in which developmental HR practices affect employees (Marescaux et al., 2018). Critical incidents and trends have an impact on human resource management, such as merger or transformation in industrial relations (Boselie, 2009). The public awareness of the importance of organizational contributions to sustainable development, thus corporations more report sustainability activities.

In a corporate sustainability report, overall disclosure on HRM-related performance is not lower than environmental performance (Ehnert et al., 2009). In order to compete in the real market, retaining key talented employees is important. That is, the company should create a good environment to maintain a good relationship with employees. Then it can be avoided employees generate turnover intentions (Kumar, 2014). New pluralism could offer a more valid account of the employment relationship, such as assessing power effects on the pursuit of employee interests (Greenwood & Van Buren, 2017). An employee is one of the stakeholders for a company. Perception of CSR influences outcomes with an employee. (Khan et al., 2018). CSR Best Practice Principle encourages companies to fulfill CSR to improve the employees' life quality, the community, and society (System of Stock Exchange & Futures Trading, 2011). The concept of Corporate Social Responsibility (CSR) is that corporate profits and shareholders' interests exist at the same time; corporates also bear the social responsibility to employees and the environment. In other words, in taking account of financial considerations of the corporation, the impact on society and environment should also be considered. The purpose of this paper is to explore job evaluation of IT professionals in Taiwan via the staff's evaluation of job satisfaction and find the main causes.

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II. LITERATURE REVIEW

Job satisfaction depended on the factors: job itself, job environment, organizational characteristics, and social dimension (Lee et al., 2012). The factors affect overall job satisfaction and intention which keep job (Alshitri, 2013). Also, salary has direct and indirect effect on the intentions to keep job. The promotion, co-workers, and nature of work have direct effects. The co-worker factor is the highest conducive to employees' job performance (Valaei & Jiroudi, 2016). Thus, employee turnover has become a critical issue for HR practitioners and managers. It affects not only other employees' level of satisfaction, but also the organizational performance (Imran et al., 2014). Job satisfaction significantly influenced the turnover intention (Aref et al., 2016). Employees suffer emotional stress greater than physical stress in the call center, leading to job dissatisfaction and intention to turnover (Ruppel et al., 2013). Promotion speed and remuneration growth have a strong influence on turnover intention (Nawaz & Pangil, 2016).

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Employees' cognition of CSR on the aspect of customers and employees will have a significantly positive effect on job satisfaction via the mediating effect of organizational identity (Yang, 2014). The main factors of job satisfaction are the job itself, job environment, organizational characteristics, and social dimension (Lee et al., 2012). The job itself refers to job motivation, job characteristic, authority, and responsibility. The job environment refers to working condition, supervision, and coworkers. The organizational characteristic refers to wage and employment stability, promotion, and organizational policy. Finally, the social dimension refers to occupational prestige, organizational reputation, and CSR.

Leadership behavior is significantly (positively) correlated with job satisfaction (Tsai, 2011), the way in which a manager's communication affects staff communication satisfaction level (Chen, 2009). Therefore, managers should encourage and reinforce positive employees' performance which will enhance job satisfaction in order to consolidate the sustainable development of the brand image (Chung, 2011). Also, corporate employees enjoy using networks as a channel for coordination (Tang, 2013). Similarly, that reduced stress and increased employee well-being would come from the work-life balance (Shagvaliyeva & Yazdanifard, 2014).

Job satisfaction is higher while employees have a higher degree of achievement, showing that nurturing talents is critically important for the operation of an enterprise (Chan et al., 2014). The service personnel of hotel and tourism industry generates influence upon cognition of CSR through the implementation of ethical programs, and it further affects work satisfaction and the sense of commitment towards the organization (Lin, 2011). The leader's management thinking on staff morale has a positive relationship (Lin & Huang, 2010). The managers' educational leadership style has a significant and positive effect on job satisfaction (Azbari et al., 2015).

III. METHODOLOGY

3.1 Data source

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3.2 Quantitative and qualitative analysis

Based on the post of ibee's website, anonymous informants are asked to fill 10 different evaluation items of job satisfaction: Company prospects, Evaluation of management, Promotion opportunities, Communication channels, Pay benefits, Employee morale, Perfect system specification, Balance work and private life, Mutual respect for cultural equality, and Environmental facilities. For each item, the responses are recorded on a 10-point Likert scale ranging from 1 (strongly dissatisfied) to 10 (strongly satisfied). In addition, anonymous informants are asked to answer 6 open questions of ibee's website to understand the views of the staff. The 6 open questions are as follows: opinion title of share, advantages of working in this

company, disadvantages of working in this company, working environment and culture, advice to the management, and advice to friends who are looking for a job.

IV. RESULTS

4.1 Descriptive statistics

The descriptive statistics used in this paper are shown in Table 1. Mean is from 1 (strongly dissatisfied) to 10 (strongly satisfied). Based on descriptive statistics using 33 samples, most of the informants, show that Mutual respect for cultural equality (7.485) > Perfect system specification (6.848) or Environmental facilities (6.848)> Balance work and private life (6.636) > Communication channels (6.333) > Company prospects (6.242) > Pay benefits (6.121) > Evaluation of management (6.030) > Employee morale (5.545) > Promotion opportunities (4.606). The results of our research revealed the key factors of the job evaluation for IT professionals as follows: Evaluation of management, Employee morale, and Promotion opportunities.

Table 1 | The summary of descriptive statistics

Job satisfaction	Mean
Company prospects	6.242
Evaluation of management	6.030
Promotion opportunities	4.606
Communication channels	6.333
Pay benefits	6.121
Employee morale	5.545
Perfect system specification	6.848
Balance work and private life	6.636
Mutual respect for cultural equality	7.485
Environmental facilities	6.848
Average	6.270

Source: Authors' own calculation

4.2 Results analysis

From ten different evaluation items, the highest score for each item is ten. All the items are evaluated and most of the results are greater than 5. Two of the lowest of all satisfaction is Promotion opportunities (4.606) and Employee morale (5.545). The authors can investigate the possible reasons which cause the difference in the satisfaction level from 6 open questions and answers. The crucial causes asked in the verbatim draft would be organized as follows.

Opinion title of share: Well-known large companies, the company provides a good learning system, diverse and professional work methods, suitable for solid learning and growth. How to overcome the workplace and foreign culture, the psychological quality is more important than the above. Working in large numbers with foreign colleagues requires cross-team communication across borders. Very good for fresh people! Suitable for young people, but not suitable for long stays. The company has a big sign, but you must choose the department carefully. Don't just come in for the high salary.

Advantages of working in this company: The well-known foreign company in the eyes of outsiders, the foreign aura, and the title is good, the company has many internal resources, and there is much international information that can be accessed. International-level enterprises, employees have the opportunity to train abroad or work abroad, increasing the international vision. The flexibility of working hours and places is better than that of a Taiwanese company. Company system is perfect; the education and training are perfect; the quality of the work partners is high; the learning opportunities are wide. Work and life are the balance. It is a very good platform.

Disadvantages of working in this company: The company is huge, a bit bureaucratic, it is difficult to transfer between departments. Globalization and big organization cause the issue of too specific jobs. The promotion is slow, the company's process is huge, and it is inevitable that there will be a rigid. Taiwan branches may not be as important as branches in other regions, and promotion may be slower or promotion channel is stagnant. After entering the company, the salary increase can only be described by the turtle speed. Small screws in large companies lack a sense of accomplishment. Life is too comfortable, and it will lack competitiveness and motivation for a long time.

Working environment and culture: Quite standard foreign culture can learn the working methods of different cultural workers but it takes more time to communicate with multinational teams, and the inefficiency caused by jet lag. The working environment is spacious, the atmosphere is free, and colleagues are willing to help each other and share technology & experience.

Advice to the management: Because of your employees, their good performance is your performance. Managers should be managed in a more fair and equitable manner. As many successful big companies have confirmed, the company's leadership must still be done by people with product development backgrounds. The informant said that there is no beef, how to motivate employees? Although newcomers are easy to find, it is more important to retain older employees. Because the turnover rate is too high, employees are unwilling to work. The reason for the lowest score and for promotion opportunities comes from the stagnation of the promotion channel, the slow promotion and the difficulty of promotion. The informant expects the management to help the general staff to seek opportunities for promotion.

Advice to friends who are looking for a job: Interview test English ability and sexual orientation test (intellectual test). Be prepared to speak English. Although most employees are Taiwanese, English is the main form of communication. English is very fluent and can have the ability to communicate directly with foreign countries. The first job place to work well; who want to accumulate strength can go in; enrich the resume; can be used as a springboard, go in and work for a while and then come out and find a better company. If you want to apply for a high position, it is best to have a certain qualification (for more than 5 years) in the Taiwanese-funded enterprises (especially the first-tier manufacturers), in order to talk about a good Pay, because once the Pay is negotiated, it will be added later. The salary will not be too large. If you want to make big money, you don't have to come here, but if you want to balance your family life and work, it will be a good choice.

V. DISCUSSION

Data is taken from http://ibeejobs.com. The authors not only use ten different evaluation items: Company prospects, Evaluation of management, Promotion opportunities, Communication channels, Pay benefits, Employee morale, Perfect system specification, Balance work and private life, Mutual respect for cultural equality, and Environmental facilities but also take 6 open questions and answers to analyze job satisfaction.

The real reason for dissatisfaction can be found with 6 open questions and answers; the authors suggest that Employee morale need a good manager to promote the department morale. While a manager promotes morale, job satisfaction of workers will enhance (Chung, 2011). Employee morale can improve the department morale if there is a good manager. Foreign language ability is very important to work in a foreign company. Promotion speed has a great influence on turnover intention (Nawaz & Pangil, 2016). So, the three key factors that we worked with should be considered first. The academic and practical implications of this study are finally discussed as follows.

The limitation of this study is related to the reliability of the data. The sources of employees' voices are gained from ibee's website. If the authors expect to view the content, the authors need to register on ibee's website. Many informants share their job evaluations by an anonymous response of a register. After this, the authors assume that filling in the content by the informant is true.

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