

DEMOGRAPHICS AS DETERMINANTS OF JOB SATISFACTION AMONG IT AND MARKETING MANAGERS

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ABSTRACT

Job Satisfaction has been an area of concern for many organizations since a long time. Many researches have been conducted to find out the Job Satisfaction of the employees. The job satisfaction also helps in retaining the talent pool of any organization. The managers who handle the teams in an organization, also look for satisfaction in their job. If the Managers are satisfied with the job, their team will also feel the same and thus the performance will move in a positive direction. Satisfied managers are always an asset for the organization. But job satisfaction may depend on different factors. This paper is focusing on finding out the impact of demographics on the job satisfaction of the managers working in Marketing and IT domain. As the results indicate, the demographic variables Salary and Managerial level do affect the level of job satisfaction of the IT and Marketing Managers. While, the variables Gender, Marital Status, Work Experience and work location do not affect the job satisfaction level of the IT and Marketing Managers. Age affects the Job Satisfaction level of IT managers but not of Marketing managers.

Keywords: Job Satisfaction, Information Technology, Marketing, Managers

INTRODUCTION

Human being has a basic nature of finding contentment in anything he does. The life is a struggle to make the level of satisfaction to the highest possible level. Starting from the social circle to professional circle, a human being always craves for satisfaction. People working in any organization expect satisfaction in the work they do. The concept of job satisfaction is not that old. This concept was coined in 1964. Prior to this, job satisfaction had never been an area of concern for any organization. The concept of job satisfaction is a very subjective thing. People have different various opinions and different perspectives towards every aspect of life. Similarly, employees of an organization do have different experiences, expectations and perceptions with respect to their job. Employees' satisfaction in a job can affect the performance of a team, and the organization as well.

The managers of any organization should also be satisfied in the job they do because this may affect the team. Job Satisfaction also helps organizations to retain their employees. Thus, Job satisfaction has been a hot topic for the organizations since a while. If a person is satisfied with his job, he will definitely not think of leaving that organization. Also, the person will work with utmost dedication for the organization. Motivation is also an important factor in job satisfaction. If the employees do not feel motivated, their performance will hamper. The job satisfaction can be different depending on many things. In this study, the focus is on analysing the job satisfaction of IT and Marketing managers.

REVIEW OF LITERATURE

Aziri (2011) studied the literature of Job Satisfaction. His study says that Job Satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Job Satisfaction affects the level of motivation of the employees. The study also shows the different ways in which Job Satisfaction can be measured.

Ismail et al. (2015) gave a conceptual framework about Job Satisfaction. They said that the factors organizational culture, competence, work motivation and high performance affect the Job Satisfaction levels of the employees.

Neog and Barua (2014) did a study to find out the factors which affect an employee's Job Satisfaction. They concluded that the factors which affect the employee's Job Satisfaction are Salary, Bonus, Recognition and Infrastructure.

Kardam and Rangnekar (2012) did a study based on demographic factors experience and education. They concluded that education and experience do not affect the level of job satisfaction but there are some factors which affect the satisfaction level of the employee depending up on the expectations of the employees.

Grover and Wahee (2013) did a study to find out the factors affecting the Job Satisfaction of employees in Delhi NCR region. According to the stud, the factors affecting the Job Satisfaction were, working environment, security, salary and benefits, training, performance, superior-subordinate relationship and fairness.

Mahesh and Seshadri (2016) did a study on Job Satisfaction of the employees working in Lanco Kondapalli Power Ltd. The study suggests that the employees working in this company are highly satisfied with the job. They are happy and proud to work in a company which takes care of the things like career opportunities, welfare amenities, training programs and physical work environment. **Prajith and Nair (2021)**, conducted a study to find out the impact of organizational commitment on Job Satisfaction of the employees working in IT companies of Chennai. The results indicated that the employees who are in minority do have issues with Job Satisfaction. The employees who have continuous employment with a company do accept that it is because of the high cost of leaving, or there are not much job opportunities available.

Yadav and Gupta (2017) did a study on the effects of Job Satisfaction on Marital adjustment with respect to the working women. The study concluded that the there is a weak correlation amongst Job Satisfaction and Marital Adjustment, be it the women working in Private or Govt. sector companies.

Kumar Meenu (2012) did a comparative study of Job Satisfaction level among Managers and

Supervisors. The study concluded that the Job Satisfaction level of the Managers and Supervisors is same towards monetary benefits, Salary and recognition. The supervisors find the environment of more conducive than what the Managers feel.

Shaju and Subhashini (2017) did a study to find out the relationship between job satisfaction and the performance of employees working in automobile industry of Punjab. They found out that the job satisfaction and performance of the employees do have a strong positive correlation.

Rizal and Tan (2018) did a study to find out the factors that influence the employee Job Satisfaction. The study tries to show a better understanding of the factors which affect the employee Job Satisfaction. Job Stress, Lack of communication and pay affect the Job Satisfaction of any employee in the organization.

Chaudry et. Al. (2011) did a study on the salary satisfaction and job satisfaction level of the employees working in public and private sector. The study concluded that the salary satisfaction level is higher in public sector employees as compared to the private sector employees. The study also says that the salary satisfaction is positively related to job satisfaction in public and private sector both.

Rathore and Chouhan (2021) conducted an empirical study to find out the Job Satisfaction of the employees working in Public and Private Sector Industry. The study indicated that the variables salary, work condition, peer relation, supervisor bonding and training have a positive relationship with Job Satisfaction in Public and Private Sector Industry.

Maharjan (2019) did a study on the correlation between Job Satisfaction, Salary and Gender. The study was conducted on teachers which concluded that salary influences the Job Satisfaction level of the teachers.

Saner and Eyupoglu (2012) conducted a study on the relationship between Age and Job Satisfaction level in higher education. According the study, the Job Satisfaction of the experienced academicians is higher than the academicians with less experience.

Waleerak (2020), did a study on the factors which affect the Job Satisfaction level of employees working in Pharmaceutical Industry of Thailand. According to the study, Work Environment, job empowerment, employee recognition all variables affect the Job Satisfaction level of the employees.

RATIONALE

Satisfaction is a subjective concept. It may differ from person to person depending on the perception and mindset. Any managers working in any company would definitely search for satisfaction in the work they do. This helps to retain the talent pool of the company in the long run. There have been many studies conducted with respect to the Job Satisfaction level of the employees working in different domains. The Job Satisfaction can be seen affected by many factors may be intrinsic or extrinsic. Our main aim is to find out how the demographic variables affect the Job Satisfaction of the managers belonging to IT and Marketing domain.

GAP ANALYSIS

According to the review done for the study, we can see that many studies have been already conducted to analyse the Job Satisfaction level of the employees working in different industries and across the domains. The studies have been conducted with respect to experience, education, pharmaceutical employees, automobile industry employees, IT employees, working women etc. Also, there are studies present which have compared the Job Satisfaction level of the employees like – Public and Private Sector employees, managers and supervisors etc. In the same line this study is being conducted to compare the Job Satisfaction of the managers working in IT and Marketing fields.

RESEARCH METHODOLOGY

Area of Study: This paper mainly focuses on Job Satisfaction. This paper does the analysis of Job Satisfaction level of the managers belonging to IT and Marketing domain. The analysis is done with respect to seven demographic variables of the respondents.

Objective: The determine the significant difference in the Job Satisfaction level of Marketing and IT managers with respect to the demographic variables.

The Sample: The sample of 200 respondents is taken. The sample consists of 100 Marketing Managers and 100 IT Managers. The study is conducted with respect to seven demographic variables namely – Age, Gender, Managerial Level, Work Experience, Work Location, Salary and Marital Status.

Tools for Analysis: The primary data for this study is collected using a standard scale made for Job Satisfaction. This 5-point Likert scale is developed by B.L Dubey, K.K Uppal, S.K Verma and C.K Maini. The scale has been modified according to the current scenario. The reliability of the scale is again calculated. The value of Cronbach Alpha is as follows:

Table 1Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.855	.858	20

The value of Cronbach Alpha is $0.855 > 0.05$. This indicates that the scale used in the study is reliable. Further, the analysis has been done using Independent Sample T Test and ANOVA as per the requirement.

RESULT AND ANALYSIS

H₀₁: There is no significant difference in the JS Level of Marketing Managers w.r.t the Gender

Table 2 Independent Sample Test

Table 2 Independent Sample Test		
	Levene's Test for Equality of Variances	t-test for Equality of Means

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		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JS_Mean	Equal variances assumed	3.284	.073	-.723	98	.472	-.180	.249	-.674	.314
	Equal variances not assumed			-.723	95.477	.472	-.180	.249	-.674	.314

Independent sample t test is applied to assess the level of JS of Marketing managers with respect to their Gender. According to the analysis P Value is 0.472, more than 0.05. Therefore, the null hypothesis is not rejected. Hence, there is no difference in level of JS of Marketing Managers with respect to their Gender.

Table 3 Independent Sample Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JS_Mean	Equal variances assumed	71.399	.000	-.573	98	.568	-.060	.105	-.268	.148
	Equal variances not assumed			-.573	49.000	.569	-.060	.105	-.270	.150

H₀₂: There is no significant difference in the JS level of IT Managers w.r.t the Gender.

Independent sample t test is applied to assess the level of JS of IT managers with respect to their Gender. According to the analysis P Value is 0.568, more than 0.05. Therefore, the null hypothesis is not rejected. Hence, there is no difference in the level of JS of Marketing Managers with respect to their Gender.

H₀₃: There is no significant difference in the JS Level of Marketing Managers w.r.t the Age Groups

Table 4 ANOVA					
JS_Mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7.457	3	2.486	1.642	.185
Within Groups	145.293	96	1.513		
Total	152.750	99			

One Way ANOVA is applied to find out the assess the level of JS of Marketing Managers with respect to the Age groups. According to the analysis, the p value is 0.185, greater than 0.05. Therefore, the null hypothesis is accepted. Hence, there is no difference in the level of JS of Marketing Managers with respect to the Age Groups.

H₀₄: There is no significant difference in the JS level of IT Managers with respect to their Age Groups

Table 5 ANOVA					
JS_Mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.592	2	.796	3.050	.050
Within Groups	25.318	97	.261		
Total	26.910	99			

One Way ANOVA is applied to find out the assess the level of JS of IT Managers with respect to the Age groups. According to the analysis, the p value is 0.050, equal to 0.05. Therefore, the null hypothesis is not accepted. Therefore, there is a difference in the level of JS of IT Managers with respect to the Age Groups.

H₀₅: There is no significant difference in the JS Level of Marketing Managers w.r.t the Marital Status

Table 6 Independent Sample Test									
		Levene's Test for Equality of Variance s		t-test for Equality of Means					
		F	Sig.	t	df	Sig.	Mean Difference	Std. Error	95% Confidence Interval of

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						(2-tailed)		Difference	the Difference	
									Lower	Upper
JS_Mean	Equal variances assumed	.004	.950	-.524	98	.601	-.131	.251	-.629	.366
	Equal variances not assumed			-.522	92.787	.603	-.131	.251	-.631	.368

Independent sample t test is applied to assess the level of JS of Marketing managers with respect to their Marital Status. According to the analysis P Value is 0.601, more than 0.05. Therefore, the null hypothesis is accepted. Hence, there is no difference in the level of JS of Marketing Managers w.r.t their Marital Status.

H₀₆: There is no significant difference in the JS level of IT Managers w.r.t their Marital Status

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JS_Mean	Equal variances assumed	4.849	.030	1.360	98	.177	.141	.104	-.065	.347
	Equal variances not assumed			1.353	89.575	.179	.141	.104	-.066	.349

Independent sample t test is applied to assess the level of JS of IT managers with respect to their Marital Status. According to the analysis P Value is 0.177, more than 0.05. Therefore, the null

hypothesis is accepted. Hence, there is no difference in the level of JS of IT Managers with respect to their Marital Status.

H₀₇: There is no significant difference in the JS Level of Marketing Managers with respect to their Work Experience

Table 8 ANOVA					
JS_Mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6.936	4	1.734	1.130	.347
Within Groups	145.814	95	1.535		
Total	152.750	99			

One Way ANOVA is applied to find out the assess the level of JS of Marketing Managers with respect to the Work Experience. According to the analysis, the p value is 0.347, greater than 0.05. Therefore, the null hypothesis is accepted. Hence, there is no difference in the level of JS of Marketing Managers w.r.t the Work Experience.

H₀₈: There is no significant difference in the JS level of IT Managers with respect to their Work Experience

Table 9 ANOVA					
JS_Mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.059	4	.515	1.967	.106
Within Groups	24.851	95	.262		
Total	26.910	99			

One Way ANOVA is applied to find out the assess the level of JS of IT Managers with respect to the Work Experience. According to the analysis, the p value is 0.106, more than 0.05. Therefore, the null hypothesis is not rejected. Hence, there is no difference in the level of JS of IT Managers w.r.t the Work Experience.

H₀₉: There is no significant difference in the JS Level of Marketing Managers with respect to their Managerial Level

Table 10 ANOVA					
JS_Mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.390	2	4.695	3.177	.046
Within Groups	143.360	97	1.478		
Total	152.750	99			

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One Way ANOVA is applied to find out the assess the level of JS of Marketing Managers with respect to the Managerial Level. According to the analysis, the p value is 0.046, lesser than 0.05. Therefore, the null hypothesis is not accepted. Thus, there is a difference in the level of JS of Marketing Managers with respect to the Managerial Level.

H₁₀: There is no significant difference in the JS level of IT Managers w.r.t their Managerial Level

Table 11 ANOVA					
JS_Mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.601	2	1.800	7.493	.001
Within Groups	23.309	97	.240		
Total	26.910	99			

One Way ANOVA is applied to find out the level of JS of IT Managers with respect to the Managerial Level. According to the analysis, the p value is 0.001, lesser than 0.05. Therefore, the null hypothesis is not accepted. Thus, there is a difference in the level of JS of IT Managers with respect to the Managerial Level.

H₁₁: There is no significant difference in the JS Level of Marketing Managers w.r.t their Work Location

Table 12 Independent Sample Test											
		Levene's Test for Equality of Variance s		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
JS_Mean	Equal variance s assumed	.313	.577	-1.541	98	.127	-.387	.251	-0.884	.111	
	Equal variance s not assumed			-1.567	90.950	.121	-.387	.247	-0.877	.103	

Independent sample t test is applied to assess the level of JS of Marketing managers with respect to their Work Location. According to the analysis P Value is 0.127, more than 0.05. Therefore, the null hypothesis is not rejected. Hence, there is no difference in the level of JS of Marketing Managers with respect to their Work Location.

H₁₂: There is no significant difference in the JS level of IT Managers with respect to their Work Location

Table 13 Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JS_Mean	Equal variances assumed	31.375	.000	-1.733	98	.086	-.195	.113	-.419	.028
	Equal variances not assumed			-1.359	35.598	.183	-.195	.144	-.487	.096

Independent sample t test is applied to assess the level of JS of IT managers with respect to their Work Location. According to the analysis P Value is 0.086, more than 0.05. Therefore, the null hypothesis is accepted. Hence, there is no difference in the level of JS of Marketing Managers with respect to their Work Location.

H₁₃: There is no significant difference in the JS Level of Marketing Managers with respect to their Salary

Table 14 ANOVA					
JS_Mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	15.363	4	3.841	2.656	.038
Within Groups	137.387	95	1.446		
Total	152.750	99			

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One Way ANOVA is applied to find out the assess the level of JS of Marketing Managers with respect to the Salary. According to the analysis, the p value is 0.038, lesser than 0.05. Therefore, the null hypothesis is accepted. Hence, there is no difference in the level of JS of Marketing Managers with respect to the Salary.

H₁₄: There is no significant difference in the JS level of IT Managers with respect to their Salary

Table15 ANOVA					
JS_Mean					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.394	4	.849	3.428	.012
Within Groups	23.516	95	.248		
Total	26.910	99			

One Way ANOVA is applied to find out the assess the level of JS of IT Managers with respect to the Salary. According to the analysis, the p value is 0.012, lesser than 0.05. Therefore, the null hypothesis is not accepted. Therefore, there is a difference in the level of JS of IT Managers with respect to the Salary.

RESULT SUMMARY

Table 16

Hypothesis	P Value	Accept/ Reject	Interpretation	Comparison
H ₀₁	0.472	Accept	There is no difference in the JS level of Marketing Managers w.r.t their Gender	The level of JS is Similar for IT and Marketing managers with respect to their Gender.
H ₀₂	0.568	Accept	There is no difference in the JS level of IT Managers w.r.t their Gender	
H ₀₃	0.185	Accept	There is no difference in the JS level of Marketing Managers w.r.t their Age Group	The level of JS is not similar for the IT and Marketing Managers w.r.t their Age Groups
H ₀₄	0.050	Reject	There is a difference in the JS level of IT Managers w.r.t their Age Group	
H ₀₅	0.601	Accept	There is no difference in the JS level of Marketing Managers w.r.t their Marital Status	The level of JS is similar for IT and Marketing Managers w.r.t their Marital Status
H ₀₆	0.177	Accept	There is no difference in the JS level of IT Managers w.r.t their Marital Status	

H ₀₇	0.347	Accept	There is no difference in the JS level of Marketing Managers w.r.t their Work Experience	The level of JS of IT and Marketing Managers is similar w.r.t their Work Experience
H ₀₈	0.106	Accept	There is no difference in the JS level of IT Managers w.r.t their Work Experience	
H ₀₉	0.046	Reject	There is a difference in the JS level of Marketing Managers w.r.t their Managerial Level	The level of JS for IT and Marketing managers is similar w.r.t their Managerial Level.
H ₁₀	0.001	Reject	There is a difference in the JS level of IT Managers w.r.t their Managerial Level	
H ₁₁	0.127	Accept	There is no difference in the JS level of Marketing Managers w.r.t their Work Location	The level of JS is similar for both IT and Marketing Managers w.r.t their Work Location
H ₁₂	0.086	Accept	There is no difference in the JS level of IT Managers w.r.t their Work Location	
H ₁₃	0.038	Reject	There is a difference in the JS level of Marketing Managers w.r.t their Salary	The Level of JS is similar for both IT and marketing managers w.r.t their Salary
H ₁₄	0.012	Reject	There is a difference in the JS level of IT Managers w.r.t their Salary	

INFERENCES

According to the analysis done above, we can see that there are a few variables which affect the Job Satisfaction of the IT and Marketing Managers. For this study, there are seven demographic variables considered – Age, Gender, Marital Status, Work Experience, Managerial Level, Salary and Work Location. In case of the variable Managerial Level, and Salary, the Job Satisfaction of both IT and Marketing Managers get affected. In case of the variables Gender, Marital Status, Work Experience and work location, the Job Satisfaction level of both IT and Marketing managers is similar. These variables do not affect the Job Satisfaction of IT and Marketing Managers. So, we can say that Job Satisfaction acts independent in case of the variables Gender, Marital Status, Work Experience and Work Location. In case of the variable Age, the result says that the Job Satisfaction level of IT and Marketing Managers is different. Age affects the Job Satisfaction level of IT managers. The variable age does not affect the Job Satisfaction level of the Marketing Managers.

DISCUSSION

According to the result and analysis, the variables Salary and Managerial level are the ones which affect the Job Satisfaction of the IT and Marketing Managers both. Thus, we can say that remuneration is a thing about which every employee is concerned, whether an employee works at any level of the

management. Other than salary, Managerial level is another thing which affects the satisfaction level in a job. We can say that if an employee doesn't get paid as per the work load and the level of management, the managers will not be satisfied in the job. As per the study conducted by **Cherukur and Soundariya (2020)** a good benefit in money terms, good work culture and good working conditions improves the job satisfaction level of the employees of the company and these variables play a vital role in the job satisfaction of employees.

The variables Gender, Work Experience, Marital Status, work location does not affect the Job Satisfaction level of the IT and Marketing Managers. So, we can say that the Job Satisfaction is independent of these variables. Whether the employee is a male or a female, married or unmarried, the years of experience, whatever location the manager is working in, the managers Job satisfaction does not get affected in IT and Marketing both domains. This result goes in accordance with the research conducted by **Azim et. Al. (2013)**. In the study, it was concluded that Gender and Marital Status do not affect the job satisfaction level of employees in Bangladesh.

In case of the variable age, the results for IT and Marketing managers are different. The Job satisfaction of Marketing managers is independent of the variable age, whereas the Job Satisfaction level of IT managers gets affected because of the variable age. This means that the age factor has to be considered important when the companies in IT domain want to address the satisfaction issues of IT managers. But in case of Marketing managers, it would be fine to not consider age as an important variable while attending to satisfaction issues of Marketing Managers. As per the old study conducted by **Bernal et. Al. (1998)**, the Job Satisfaction has a weak relation with age. Thus, we can say that in few cases, age affects the Job Satisfaction while in other cases it does not.

CONCLUSION

The main objective of this paper is to find out if the Job Satisfaction level of the managers belonging to IT and Marketing domains. This study is conducted with respect to seven demographic variables – Age, Gender, Marital Status, Work Experience, Salary, Managerial Level and Work Location. The job satisfaction level of the managers gets affected with respect to the variable salary and managerial level. The managerial level in which a manager works, comes along with a lot of responsibilities and work load. If a manager is working with dedication but the managers does not get paid well, the managers will definitely feel dissatisfied in work. This analysis may help organizations to focus mainly on remuneration of managers belonging to both IT and Marketing domains. Further, the organizations need not to worry about the variables Gender, Marital Status, Work Location and Work Experience of the managers. These variables do not affect the job satisfaction level of both IT and Marketing managers. But in case of the variable Age, the IT managers' job satisfaction gets affected but this is not the case with marketing managers. The managers belonging to Marketing domain do not differ in the level of job satisfaction with respect to their age. Thus, the organizations should focus on the age of the managers belonging to IT domain. Managing age along with motivation and satisfaction of the managers can be the key for success!

IMPLICATIONS

This study is mainly conducted to analyse the impact of demographic variables on the Job Satisfaction level of the managers belonging to IT and marketing domains. According to the analysis of the study,

the results indicated that the variables managerial level and salary affect the Job Satisfaction of both IT and Marketing managers. This means that in case of both IT and Marketing domain, the managers do face satisfaction issues with respect to the salary they get and the managerial level they work in. This study may help organizations to focus on the remuneration of the managers in both domains, the managers' remuneration should be paid according to what they deserve. Other than salary, the companies can also focus on the managerial level of the managers. Managers can be working in a company on three levels – Entry level, Middle level and Top Level. At each level, the managers must be loaded with a lot of work and stress. All managers do have their own set of issues which they need to address. The companies may now start focusing on the type of work load they put on the managers belonging to all levels of management. This will help the managers to work with more dedication and thus it will affect the team in a positive way. This study can also help the future researchers to go much more into details. The study can also be elaborated with respect to the different levels of management and the salary bands of the managers of IT and Marketing domain.

The variable age has different results for both IT and Marketing managers. In case of Marketing managers, there is no significant difference in the Job Satisfaction level of the managers while in case of the IT managers, Job satisfaction gets affected with respect to the age group the managers belong to. The companies providing services in IT domain may get help from this study. The companies should focus mainly on the age group of the managers and the requirement or the needs of the particular IT managers. If the need of the managers is clear, it would become easier to address this issue. Further this topic can be studied by the researchers in detail. The study can be done with respect to the Job Satisfaction level of different age group of the managers so that it becomes better for the companies to implement some schemes related to the same with according to the different age groups of the managers.

The variables Gender, Marital Status, Work Experience, and Work Location have no significant difference in the Job Satisfaction level of IT and Marketing Managers. So, we can say that in marketing and IT, the age group of the managers, marital status, work experience and the location of work doesn't really affect the Job Satisfaction level. Therefore, we can say that Job Satisfaction is independent of Age of managers, if the managers are married or unmarried, how much work experience they have and the location of their work. Hence, it is fine if the companies do not take these variables in consideration while attending to the issues of Job Satisfaction of the managers.

Even after studying the topic in detail, there may be some changes and improvements constantly going on in the industry. Change is a constant phenomenon. The changes in the environment makes it difficult to generalize any study in any field of management. But this study will definitely serve as a pathway for companies and other researchers as well to go ahead and unveil the plethora of hidden phenomena.

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