

Impact of Employee Performance on Job Satisfaction in Information Technology Sector

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Article Info

Volume 82

Page Number: 14203 – 14210

Publication Issue:

January-February 2020

Abstract

Job satisfaction determines the level of employee performance in the organizations which is established by some researches. As the generation and time changes even the level of requirements and criteria for job satisfaction and employee performance also changes. The researcher is interested in carrying out the study in this area in order to identify and find out the crucial variables that govern the performance of employees and its reflection on Job Satisfaction. Thus the study is focussed on how and to what extent the identified variables significantly impact the employee's performance and its reflection on Job Satisfaction. Descriptive study was conducted and used primary data collection method in the study by administering a structured questionnaire. Non-Probability sampling technique was used with convenient type of sampling method in the study. The sample size was taken as 113 respondents for the purpose of carrying out the study. The Scope of the study was restricted only to the tactical cum strategic level employees who are employed with Information Technology firms. The researcher used the statistical tools for Analysis, One – Way ANOVA and Chi-Square test in order to arrive at the major findings in her study.

Article History

Article Received: 18 May 2019

Revised: 14 July 2019

Accepted: 22 December 2019

Publication: 28 February 2020

Keywords: Employee performance, job satisfaction, IT employees

I. INTRODUCTION

The attitude of the employees also affects the job satisfaction concept subjectively; still the job satisfaction is mainly affected by the HR policies in the organization. Employee performance is essential in any organization which will take the organisation to the next higher levels but provided that the employee has good attitude which again is manifested with the help of the HR policies in the organisation. The employee's innovative behaviour is very helpful tool to take the organisation to the higher category but then it is also affected by the HR policies which motivate the employees to perform their best and exhibit innovations in their work behaviour. Employee performance rather is no doubt the result of joblessness which makes them to take the job offered to them based on their abilities and experience in the particular field of knowledge.

II. LITERATURE REVIEW

Employee Attitude

Lise M Saari and Timothy A Judge (2004) in their study they have tried to explain the effects of employee attitudes on job satisfaction. The results show that although organizations may not be able to directly influence employee personality, the use of best selection techniques and a good match amongst employees and jobs would confirm people who are carefully chosen and positioned into employments most suitable for them, which would yield and help augment their job satisfaction. Zeena Flavia D'souza, Dr. Suresh Poojary (2018) in their investigation on the various reviews of several studies clearly specify that organizational commitment is the consequence of employees' attitudes which has steered job satisfaction. A satisfied employee

continues in the firm even if he/she has to encounter challenges like no increase in pay, not so comfortable working situation or no high designation in the organization. It is not only the compensation and privileges that make an employee dedicated to the organization, but also the attitudes that govern the commitment concerning the organization.

Alok Kumar Srivastav, Priyanka Das(2015) deal with causes of employee attitudes, the results of positive or negative job satisfaction, and how to measure and influence employee attitudes, employment conditions, wages and incentives, interpersonal relationship, working conditions, management practices, etc. The findings disclose that there is no connection amongst job enrichment and educational qualification, there is no connection between length of service and welfare amenities, and there is no connection concerning the salary and welfare amenities.

H.A.H Hettiararchchi, S.M.D.Y Jayarathna(2014)have tried to explore the influence of employee attitudes on their job performance along with job satisfaction, organizational commitment and job involvement. The findings displayed that there is substantial impact of employee related work attitudes on their job performance of third level and professional education of the government segment in Sri Lanka.

Employee Performance

According to MohdInuwa (2016) in his study, he aims to understand the relationship between job satisfaction and employee performance of non-academic staff of Bauchi State University Gadau Nigeria with the help of systematic random sampling. The results reveal that there is substantial and optimistic link amongst job satisfactions on the employee performance of non-academic staff of the university. Rashid Saeed, ShireenMussawar, Rab Nawaz Lodhi, Anam Iqbal, HafizaHafsaNayab and SomiaYaseen (2013) have explored the influence of manager's attitude, organizational culture, personal problems, job content and financial rewards on

employee's performance in the workplace. Results of this study prove that manager's attitude, organizational culture, job content and financial rewards have positive effect on employee's performance. Whereas the personal problems of the employees hinder the performance of the employees to a greater extent as the employee will not be able to concentrate much on his job and which have affected adversely both the organization and the employee.

HR Practices

Pradhan et al. (2017)have tried to explain the intervening function of employee engagement amongst HR practices and job satisfaction. With Structural equation modelling it was understood that HR practices were positively related with job satisfaction. And employee engagement intervened with the relationship between HR practices and job satisfaction. The employees of the organizations which have upright HR practices are anticipated to be additionally engaged in workplace and are probable to remain contented with their works.Saira Hassan (2016) in her study has tried to explain the influence of HRM practices on employee's performance in the Textile industry of Pakistan. The results revealed that HRM practices pertaining to compensation, career planning, performance appraisal, training and employee involvement had a positive influence on employee's performance. Employee's performance could be enhanced by providing employees a platform to take effective decisions. Training and employment participation provide a positive role in enhancing employee's performance. Hr practices could increase the employee's level of performance which impacts the opinion of employees about performance.

Miss HafsaShaukat, Miss Namrah Ashraf and ShahzadGhafoor (2015) have tried to explore as to why the HRM decisions would provide a significant and a distinctive impact on organizational performance. The findings reveal that such practices would have an economically and statistically imperative influence on employee performance. The increase of the effectiveness of

the organization and specially employee performance could be achieved when the hr practices in the organization is given prominence. The existing hr practices must be modified than retaining the various routine activities and structure them keeping in view the employees' growth.

ViolettaKhoreva, Heidi Wechtler(2018) has explained how various magnitudes of HR practices are linked with multiple extents of employee performance. Specifically, this study appeals on the Ability (A), Motivation (M), Opportunity (O) model (AMO model). The findings say that physical happiness and social employee happiness is an internal aspect in the link between the perceived utilization of skill-and opportunity-enhancing HR practices and in-role job output and that psychological happiness is the basic element in the link amongst the perceived utilization of motivation-increasing HR practiced and creative job performance.

Job Satisfaction

Kamala Saranya (2014), in her study with the help of an active multilevel method has tried to explore how the linkage amongst an employee's job satisfaction path and consequent turnover could alter due to the employee's unit's job satisfaction path and its distribution. While it is understood that job satisfaction depicts one of the most complex extents in front of the present day's managers regarding the handling of their employees. Various researches have proved remarkably great influence on the job satisfaction on the motivation of workers, while the degree of motivation has its influence on efficiency, and also on the organizational performance. But, in this sector, job satisfaction has not got the required attention from neither the managers of many business organizations nor the scholars who would like to dig out the realities. The findings reveal unit-level and individual-level job satisfaction paths have distinctive multilevel influences on revenue more and beyond fixed levels of job satisfaction. Dr.Abdul Wahid A. Fadlallah(2015) in his study has tried to examine

the linkage, association and impact of job satisfaction elements and its magnitudes on employee's performance as faculty. The findings reveal that amongst the job satisfaction factors and employee's performance there exists a positive relationship. Whenever there are better work environments, pay and promotion, and work relationships, there is a greater level of job satisfaction. The teaching staff uphold and relish good work relationships, and facilities of periodical payment of salaries and other types of payments enhances the performance of the teaching staff. Conducive working relationships and co-operation with the administration of college comprising of involvement in decision making procedures regarding academic matters increases the performance of the teaching staff. Vicinity of the work place from the residence, working hours per week, and effective means of communication in the college surely stimulates the performance of teaching staff. Opportunities for career development, research advancement could augment employee's performance in the educational sector.

M.D.Pushpakumari(2008) in her study has tried to explore the influence of job satisfaction comprising both intrinsic and extrinsic elements on employee performance. The study also comprised the influence of age, sex and experience of employees on the level of job satisfaction. Additionally, the study examined the utmost sustaining event of an employee in the job, why employees continue and exit the organization. The findings revealed that there exists positive correlation amongst job satisfaction and performance of employees. The ones who are in highly competitive industries are greatly contented with their jobs than employees who are in less competitive industries. Professionals and Managers are agreeable to prolong more determination to the job than non-managers. Older employees are highly satisfiers than the younger employees in private sector organizations. Monetary gains act as a stimulus in satisfying, retaining and attracting employees in private

sector. Satisfied employees are highly committed than the dissatisfied employees. Dr. D. B. Rane (2011) in his study has tried to emphasize the significance of employee job satisfaction and the possible methods how to increase their productivity on a viable basis in the organization. The results of the study reveal that even though there are free cafeteria food and flexible programs which are provided to the employees, they are not adequate to content the employees. Job satisfaction is a feature which is aligned to great self-confidence of the individuals which differs from person to person. The practical attitude coupled with physical and emotional resources which are conveyed by the employees to the workplace determines the level of job satisfaction in them. They feel competent in work and life, which are strengthening interdependently apart from being satisfied with their jobs.

III. METHODOLOGY

The study focussed on how and to what extent the identified variables significantly impact the employee's performance and its reflection on Job Satisfaction. Descriptive study was conducted and used primary data collection method in the study by administering a structured questionnaire. Non-Probability sampling technique was used with convenient type of sampling method in the study. The sample size was taken as 113 respondents for the purpose of carrying out the study. The Scope of the study was restricted only to the tactical cum strategic level employees who are employed with Information Technology firms. The researcher used the statistical tools for Analysis, One – Way ANOVA and Chi-Square test in order to arrive at the major findings in the study.

IV. PROBLEM STATEMENT

Job satisfaction even though cannot be expected in all types of work places, however it could be achieved with the help of various HR practices prevalent in the organisation which influences employee performance both positively and negatively. The study is carried out in this area in

order to identify and to determine the impact of employee performance on job satisfaction.

V. OBJECTIVES OF THE STUDY

1. To study and determine the crucial variables that has a significant impact on the performance and its reflection on job satisfaction.
2. To study the impact of work timings on performance and job satisfaction.
3. To study the impact of career growth opportunities on job satisfaction.
4. To study the impact of performance-based promotion on job satisfaction.
5. To study the impact of flawless HR policies on job satisfaction.
6. To study the impact of employee recognition on job satisfaction.

VI. DATA ANALYSIS

Reliability Analysis

With the help of an extensive literature review a set of variables were recognized which were then lay open to Reliability Analysis. Reliability Test was done to measure the scale reliability through Cronbach alpha which is a coefficient of reliability and is utilized for measuring the inner uniformity among the scale items. The alpha coefficient for the 30 items is 0.805, suggesting that the items have comparatively high inner consistency.

Reliability Analysis		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.805	0.796	30

Hypothesis Testing

Hypothesis – I: Age Vs Work Timings

Ho : There lies no significant variation between the opinion of the respondents towards work Timings and Age .

H1 : There lies a significant variation between the opinion of the respondents towards Work Timings and Age.

ANOVA

Source of Variation	d		MS	F	P-	
	SS	f			value	F crit
Between Groups	381.375	3	127.125	0.45749	0.726678	6.591382
Within Groups	1111.5	4	277.875			
	1492.					
Total	875	7				

Inference: From the above One way ANOVA analysis it is inferred that as the Calculated Value (0.726678) is greater than the p- Value of (0.05), H0 is accepted and hence it is concluded that there lies no significant variation between the opinion of the respondents towards work timings and Age.

Hypothesis – II: Gender Vs Team Work

Ho : There lies no significant variation between the opinion of the respondents towards Team Work and Gender .

H1 : There lies no significant variation between the opinion of the respondents towards Team Work and Gender

ANOVA

Source of Variation	d		MS	F	P-	
	SS	f			value	F crit
Between Groups	66.125	1	66.125	0.328776	0.587213	5.987378
Within Groups	1206.75	6	201.125			
	1272.					
Total	875	7				

Inference: From the above One way ANOVA analysis it is inferred that as the Calculated Value (0.587) is greater than the p- Value of (0.05), H0 is accepted and hence it is concluded that there lies no significant variation between the opinion of the respondents towards Team work and Gender.

Hypothesis – III: Designation VS Job Description

H0: There lies no significant variation between the opinion of the respondents towards Job Description and Designation.

H1: There lies a significant variation between the opinion of the respondents towards Job Description and Designation

ANOVA

Source of Variation	d		MS	F	P-	
	SS	f			value	F crit
Between Groups	1655.375	3	551.7917	8.706772	0.031565	6.591382
Within Groups	253.5	4	63.375			
	1908.					
Total	875	7				

Inference: From the above One way ANOVA analysis it is inferred that as the Calculated Value (0.031) is less than the p- Value of (0.05), H1 is accepted and hence it is concluded that there lies a significant variation between the opinion of the respondents towards Job Description and Designation.

Hypothesis – IV: Work Experience VS Performance Based Promotion

H0: There lies no significant variation between work Experience and Performance based Promotion.

H1: There lies a significant variation between Work Experience and Performance based Promotion.

ANOVA

Source of Variation	d		MS	F	P-	
	SS	f			value	F crit
Between Groups	652.6875	3	217.5625	10.20821	0.001271	3.490295
Within Groups	255.75	2	127.875			
	908.44	1				
Total	375	5				

Inference: From the above One way ANOVA analysis it is inferred that as the Calculated Value (0.001) is less than the p- Value of (0.05), H1 is

accepted and hence it is concluded that there lies a significant variation between the opinion of the respondents towards Performance based Promotion and Work Experience .

Chi-Square Test

Hypothesis – I : Performance cum Productivity Vs Work Experience

H0: There lies no significant relationship between performance cum productivity and Work Experience.

H1: There lies a significant relationship between performance cum productivity and Work Experience.

At 5 % Significance Level, The Degrees of Freedom is given by $(r-1) * (c-1)$

i.e. $(4-1) * (4-1)$

i.e. $3 * 3 = 9$.

Calculated Value : 5.13 ; Table Value : 16.92.

Inference: From the above Chi-Square Analysis, it is inferred that as the Calculated Value (5.13) is less than the Table Value of (16.92), H0 is accepted, and hence it is concluded that there lies no significant relationship between Performance cum Productivity and Work Experience.

Hypothesis – II: Designation Vs Functional Autonomy

H0: There lies no significant relationship between the degree of Functional Autonomy granted to the employees and Designation.

H1: There lies a significant relationship between the degree of Functional Autonomy granted to the employees and Designation.

At 5 % Significance Level, The Degrees of Freedom is given by $(r-1) * (c-1)$

i.e. $(2-1) * (3-1)$

i.e. $1 * 2 = 2$.

Calculated Value: 0.708 (or) 0.71; Table Value: 5.99.

Inference: From the above Chi-Square Analysis, it is inferred that as the Calculated Value (0.708) is less than the Table Value of (5.99), H0 is accepted, and hence it is concluded that there lies no significant relationship between the degree of Functional Autonomy granted to the employees and Designation.

VII. FINDINGS & DISCUSSION

Findings reveal that organizations are moving towards flexible work environment at workplace as well as work from home. Employees expect tasks aligning to their skills sets are committed to fulfil the tasks with commitment.

The existing Welfare policy is directly attributing to the monetary benefit and such Welfare policy are beyond the expectation of the employees. The designed HR policy in the area of work ethics is exceptional and Human Resource policy designed by the organization is an ideal policy and proves instrumental for a conducive work environment.

The nature of the job at the work place is very challenging cum it provides ample scope for organizational learning. The study reveals the career growth offered by the organization in context to their job profile is excellent and organization has conferred the fullest functional autonomy towards their domain area of their operation.

The productivity and performance accomplished in real terms is in line with that of the organization's expectations. The study outlines proper execution of plan of action proves instrumental towards accomplishing the target without any stress. The respondents opine that there lies enough scope towards accomplishing elite performance in the presence of hand of Intensive training in the job trade in hand and also 100 % precision in order to derive higher productivity. The promotion policy is directly attributed to the performance and it is beyond their expectations.

The organization should think of implementing LTC (Leave Travel Concession) for Elite performers once in two years as a token of Non-Monetary Motivation cum recognition for their Stalwart achievements. The organization should think of implementing a separate crews dedicated in order to handle the exceptional handler scenario. The organization should make Performance based promotion as a policy matter decision to encourage the competitive spirit. The organization should think of introducing team

incentives to encourage and motivate the employees cum building up the core competencies of the team. The organization should think of implementing Self Appraisal feedback system in place which facilitates ample scope for the employees to improve and transform as a rare source for the organization and proper care should be taken that the same should not be used as a principal weapon to fire the employees.

VIII. FUTURE SCOPE FOR RESEARCH

Future research could be done with similar variables on other sector employees which could enable the researchers to understand more about the employee performance and the factors influencing job satisfaction among employees.

IX. CONCLUSION

This study concludes that the variables of employee attitude, HR policies, employee performance do simultaneously affect the employees' job satisfaction in the IT sector. Employee recognition provided by the organisation periodically and appropriate promotion policies leads to job satisfaction in the organisation which would make employee retention easy. Self-appraisal system could enhance employee performance thereby leading to job satisfaction among employees. The organisation should take care that the appraisal system must not be used as a big stick to fire the employees which leads to wrong precedence. Team work in the organisation needs to be nurtured as it leads to problem solving in a quick manner with multiple ideas poured by the entire team which contributes to job satisfaction by the employees. Proper monetary and non-monetary benefits also could lead to employee satisfaction in the organisation.

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