AN ASSESSMENT OF JOB SATISFACTION ON EMPLOYEE JOB PERFORMANCE IN SELECT IT INDUSTRIES IN HYDERABAD

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Abstract

An employee job performance determines the level of job satisfaction he has in the organization. A satisfied employee's behavior creates a congenial work climate in the organization for increase their job performance. The aim of this study is to concentrate on which type of rewards system increase job satisfaction of the employees. Primary data has collected through field survey using a structured questionnaire from junior level employees of select IT Organizations in Hyderabad.

Keywords: Employee Job Satisfaction, Performance, Intrinsic Reward, Extrinsic Reward, structured questionnaire and congenial work climate.

Introduction

An organizations most important objective is achieving high level of productivity and efficiency. to achieve organization objectives and the goals IT organizations required highly intellectual based employees and the job performing capability of an employee completely depends on the level of job satisfaction he has in the organization. Enormously satisfied employees show high levels of capability regarding the productivity and job performance. The employees who are not satisfied with their present job will not focus on high productivity and perform monotonous nature of job. Such job performances of the employees make the organizational to lose it market share. Therefore, it is truly important that to carryout research to assess the relationship between job satisfaction of the employees and their performance so that it is important for every organization to focus on employee job satisfaction for the harmonious functioning of the organization.

Review of literature

Dhamodharan & Elayaraja (2013) made a study on job satisfaction and commitment. In their study they felt that satisfaction of the employees decide the commitment of the employees. They conducted their survey on ITES companies in Chennai. After the investigation they found that employees having attrition intention due to improper HRD Practices in the organization. Further they felt that commitment of the employee strongly based on job satisfaction. Hence BPO organization needed to focus on job satisfaction activities as a retention strategy.

Rachana Agarwal (2015) made study on retention management in IT industry. They conducted research on 100 middle level executives from 5 companies from each company the sample size was 20. They opinioned and found in their study that improper organizational climate, poor recognition, poor compensation poor development opportunities, poor training were the important predictors of employee dissatisfaction in the select industry. By executing varimax rotation in dimension reduction factor the employee attrition survey of fifteen items were clubbed into six major factors among these factor the above said factors were influenced employee attrition intention. They concluded in their study that organization create retention strategies like setting organization policy, low burden working hours , rival oriented compensation, delegation of authority and responsibility for better retain of employees.

Fatemeh Asadi (2015) studied the relationship between job satisfaction and organizational climate among high schoolteachers of the Department of education in the city of Qods. Population under the study consisted of 200 high school teachers out of which 132 were the sample size. Data was analysed using t-test and Pearson correlation coefficient. The finding of the study showed that there was a direct and positive relationship between organizational climate and job satisfaction. Dimensions of organizational climate and planning on the basis of those dimensions were the cause to increase employees' satisfaction.

Dr. N. Akbar Jan1, A.K. Subramani, Dr. Mamta Gaur, and S. Saravana Mahesan (2015) made a study on with the objective of factors impelling job satisfaction among it professionals. He conducted research on 960 employees belongs 20 IT Industries in Chennai. The variables he tested in his research were financial rewards, career advancements, working environment, training and development and interpersonal relationship. In his research he found that all the variables were significantly associated with job satisfaction of the employees further he suggested in his study that managers should strengthen their practices among the employees in order to achieve organizational desired goals.

Abdul Hasan abbas (2017) Made a study on work environment and alienation based on the relationship between superiors and subordinates**.** He surveyed **on 436** employees out which 116 are leaders. He found in his research that unfriendly work environment in the organization creates loneliness to the employees. He was framed 3 individual hypotheses regarding hostile work environment, leader follower's relationship and organizational alienation. He found that in his second hypothesis regarding leader and followers there is strong concrete between the variables and he concluded that for better relationship between leader and follower it would needed friendly environment in the organization otherwise the gap will increase. Further he suggested that positive work environment and balance between work and family life, directional style, work harassment in the area influence job satisfaction. For his research he performed correlation, dimension reduction factor.

Methodology of the Study:

To conduct the research the primary and secondary data used. The primary data collected through a structured questionnaire with closed- end questions. The canvass consists of explicit, palpable & pre-contrived questions. The 5point likert scaling technique has used in the study to gather the data from jr level executive employees in the select IT organizations. The secondary data is also collected by referring to the NASSCOM annual reports, published journals, research magazines and published Books.

The present study covers 5 organizations located in Hyderabad city comprising the three categories of companies like software, BPO, hardware. The nature of the sample is restricted to junior level employees. A total of 200 questionnaires were send out to the respondents in the selected IT companies in Hyderabad, out of which only 164 questionnaires are received resulting in 164 questionnaires 4 questionnaires were eliminated for statistical accuracy. Thus, the sample size for the study is fixed at 160 out of which the software sector comprises 110 respondents, hardware comprises 15 and followed by BPO sector with 35 respondents.

Objectives of the study

- ✓ To study the demographic profile of the employees in the selected IT organization,

- ✓ To measure , which reward(intrinsic and extrinsic)system influence employee job satisfaction in the selected IT organization in Hyderabad ,

- ✓ To assess relationship between job satisfaction and the employee performance in the selected IT Organization in Hyderabad

✓ To suggest suggestions for the improvement of the job satisfaction of employees in order to increase job performance.

Data Analysis

Percentage method used to examine the demographic profile of the respondent through closed end questionnaire. The Pearson correlation was used to identify the relationship between job satisfaction and job performance. T- test conducted to determine the job satisfaction which is derived from extrinsic rewards or intrinsic rewards. Further, multiple regression analysis was conducted to assess which job satisfaction variable impact job performance of the employees.

Results and Discussion:

✓ **Objective-1:Analysis on the demographic profile of the sample respondents:**

In the total sample 70 % of employees are males remaining are females. It shows that female employees are only one-third in the employment of IT industry Regarding age-wise classification 66.25% of employees are between the range of 20-30 years, the range of 30-40 years are 27.5% and below the range 20 years 3.75 % employees. It can be concluded that two-third of the sample respondents are belong to the age group 20 - 30 years, who are in the beginning of their employment carrier. Majority (30%) of the employees are having M-tech qualification.22% of the employees having MCA qualification, 28% of the employees are having B-tech qualification, 18% of the employees are having MBA qualification and only 2% are having other educational qualifications.59% of the employee are from urban areas and 41% of the employees are having rural background .

Objective -2: Upshot of Reward System on the employee job satisfaction:

Table 1. Employee job satisfactions

Sl.No.	Job satisfaction elements	GCR	CR	IP	CD	GC	Total	MS	%
1	Individual respect	42	54	15	32	17	160	3.45	61.25
2	opportunity for career growth	51	47	18	22	22	160	3.52	62.97
3	prestige of job in the organization	46	63	10	22	19	160	3.59	64.84
4	Giving importance to your opinions	54	32	25	30	19	160	3.45	62.66
5	Job security in the organization	55	37	20	30	18	160	3.51	62.14
6	feedback on performance	53	43	14	34	16	160	3.52	62.97
7	close supervision	47	45	9	31	28	160	3.33	58.18
8	Opportunity for complete work	74	43	17	15	11	160	3.96	74.06

9	chance to do many things	66	44	11	20	19	160	3.74	68.44
10	freedom on the job	51	60	17	18	14	160	3.73	68.13
11	compensation for job	59	52	16	21	12	160	3.78	69.53
12	job enrichment	40	69	33	9	9	160	3.76	69.06
13	feeling of accomplishment	39	67	28	19	7	160	3.70	67.50
14	opportunity for participation	14	71	32	28	15	160	3.26	56.41
15	opportunity for close friendships	25	59	17	24	35	160	3.09	52.34
16	opportunity for promotion	44	50	30	23	13	160	3.56	63.91
17	opportunity to help others	60	50	30	15	5	160	3.91	72.66
	AVG frequency	**47**	**51**	**20**	**24**	**18**	**--**	**3.58**	**64.53**

GC= Greatly contradict; CD= Contradict; IP= Impartial; CR= Concur; GCR= Greatly concur;

The data in table -1explains that the IT employees are satisfied with the job in the selected organization, the mean score is 3.58 and the percentage is 64.53 as per the present survey.

Table 2. Employee job performance

Sl.No	Job performance	GCR	CR	IP	CD	GC	Mean	Total	%
1	Job effors	50	49	18	31	12	3.59	160	64.69
2	Time effort,	59	39	15	28	19	3.56	160	64.22
3	knowledge effort,	75	45	13	18	9	3.99	160	74.84
4	Responsibility towards job	55	42	22	22	19	3.58	160	64.38
5	Target achievement ,	60	45	30	10	15	3.78	160	69.53
6	Job punctuality,	63	52	21	19	5	3.93	160	73.28
7	absenteeism,	42	53	27	23	15	3.53	160	63.13
8	relationship with others,	42	43	25	26	24	3.33	160	58.28
9	loyalty,	64	43	16	21	16	3.73	160	68.44
10	Giving new ideas,	53	58	18	21	10	3.76	160	69.22
11	Initiative regarding problem solving	43	36	32	21	28	3.28	160	57.03
12	dependability,	33	58	19	30	20	3.34	160	58.44
13	obedience,	78	46	9	22	5	4.06	160	76.56
14	reliability and accuracy	55	47	11	22	25	3.53	160	63.28
	AVG frequency	55.14	46.86	19.71	22.43	15.86	3.64	160	66.09

GC= Greatly contradict; CD= Contradict; IP= Impartial; CR= Concur; GCR= Greatly concur;

Table-2data depicts that the IT employees' job performance is good with the average mean score of 4.06 and the average percentage is 66.09 as per the present survey.

Table-3: Employee job satisfaction from intrinsic reward system

Sl.No	Intrinsic rewards	GC	CD	IP	CR	GCR	Mean	Total	%
1	Employee recognition,	19	24	22	53	42	160	3.47	61.72

2	Professional career growth,	13	20	30	55	42	160	3.58	64.53
3	Accomplishment,	13	14	25	36	72	160	3.88	71.88
4	Job Variety ,	21	30	9	39	61	160	3.56	63.91
5	independence,	19	20	22	41	58	160	3.62	65.47
6	Respect	36	30	22	31	41	160	3.07	51.72
7	Gratitude towards employee	29	20	10	52	49	160	3.45	61.25
	Frequency	21.43	22.57	20.00	43.86	52.14	160	3.51	62.92

GC= Greatly contradict; CD= Contradict; IP= Impartial; CR= Concur; GCR= Greatly concur;

Objective-2 findings

From the table-3 it has been observed that employee job satisfaction from intrinsic reward system is good with the percentage of 62.92% and the mean score is 3.51. From the t –test it has been observed that the t-value is 0.6397. The p-value is .264344. The result is not significant at $p<.05$ hence; employee job satisfaction is not derived intrinsic reward system in select IT organizations.

Table 4: Employee Satisfaction from Extrinsic rewards

Sl.No	Extrinsic Rewards	GC	CD	IP	CR	GCR	Total	Mean	%
1	Salary increments	8	15	19	50	68	3.97	160	74.22
2	Job Promotion	18	22	20	52	48	3.94	160	64.06
3	Yearly Bonus	18	26	32	34	50	3.45	160	61.25
4	Employee Fringe Benefits	17	28	30	34	51	3.46	160	61.56
5	Job security and safety	11	12	27	55	55	3.82	160	70.47
6	Inter and intra personal relationship	5	22	9	46	78	4.06	160	76.56
7	Working environment	12	24	13	62	49	3.70	160	67.50
	Frequency	12.71	21.29	21.43	47.57	57	3.77	--	67.94

GC= Greatly contradict; CD= Contradict; IP= Impartial; CR= Concur; GCR= Greatly concur;

From the table-4 it has been observed that employee job satisfaction from extrinsic reward system is good compared to intrinsic reward system with the percentage of 67.94% and the mean score is 3.77 it represent that employees are getting more satisfaction with extrinsic reward system. From the t –test it can be observed that the t-value is -1.82629. The p-value is .0.040705. The result is

significant at p<.05 hence; employee job satisfaction is derived from extrinsic reward system in select IT organizations.

Objective:-2 findings

According to the data in table 1.4 t-statistic values is -1.82629. The P value is .040. Hence, t –value is less than the p value. Therefore, it can be inferred that the IT employees resultant more satisfaction with extrinsic rewards than the intrinsic rewards. The statistical analysis, based on the common opinions of the employees, it is hypothesize that the job satisfaction of an employee is influenced more by intrinsic rewards than the extrinsic rewards in selected IT organization.

Objective-3: Assess the relationship between job satisfaction and performance:

Table-5: Correlation between job satisfaction and job performance

	job satisfaction	*job performance*
job satisfaction	1	
job performance	0.966713	1

Finding:

The value of r is 0.966713, which explains that there is a strong positive correlation between the job satisfaction and the performance of the employees' in the selected IT organizations Hyderabad.

Elements in Correlation Matrix:

Individual respect=IR

Opportunity for career growth=OFCG

Prestige of job in the organization=PIO

Giving importance to your opinions=GIO

Job security in the organization=JS

 Feedback on performance=FP

Close supervision=CS

Opportunity for complete work=OCW

Chance to do many things=CMT

Freedom on the job=FJ

Compensation for job=CJ

Job enrichment=JE

Feeling of accomplishment=FA

Opportunity for participation=OP

Opportunity for close friendships=OCF

Opportunity for promotion=OPR

Opportunity to help others=OHO

Correlation Matrix

		IR	OFCG	PIO	GIO	JS	FB	CS	OCW	CMT	FJ	CJ	JE	FA	OP	OCF	OPR	OHO	J-PER
IR	0.874	1																	
OFCG	0.961	0.927	1																
PIO	0.607	0.800	0.561	1															
GIO	0.607	0.800	0.561	0.921	1														
JS	0.759	0.895	0.720	0.975	0.975	1													
FB	0.890	0.901	0.824	0.881	0.881	0.960	1												
CS	0.873	0.887	0.881	0.669	0.669	0.810	0.900	1											
OCW	0.698	0.930	0.731	0.944	0.944	0.957	0.873	0.746	1										
CMT	0.770	0.965	0.807	0.903	0.903	0.957	0.918	0.873	0.974	1									
FJ	0.924	0.962	0.967	0.680	0.680	0.796	0.841	0.810	0.840	0.862	1								
CJ	0.886	0.985	0.901	0.852	0.852	0.929	0.929	0.840	0.946	0.953	0.963	1							
JE	0.739	0.737	0.809	0.388	0.388	0.485	0.520	0.453	0.602	0.561	0.880	0.758	1						
FA	0.848	0.765	0.865	0.439	0.439	0.556	0.633	0.547	0.610	0.591	0.909	0.801	0.975	1					
OP	0.607	0.312	0.601	-0.136	-0.136	0.019	0.201	0.217	0.040	0.059	0.552	0.335	0.770	0.811	1				
OCF	0.675	0.518	0.774	-0.083	-0.083	0.130	0.321	0.584	0.172	0.308	0.635	0.432	0.637	0.658	0.763	1			
OPR	0.834	0.851	0.838	0.676	0.676	0.744	0.754	0.588	0.797	0.745	0.936	0.905	0.930	0.952	0.603	0.451	1		
OHO	0.729	0.878	0.751	0.828	0.828	0.846	0.781	0.583	0.919	0.844	0.892	0.931	0.825	0.821	0.339	0.248	0.953	1	
J-PER	0.858	0.982	0.877	0.874	0.874	0.939	0.924	0.824	0.963	0.962	0.949	0.998	0.742	0.777	0.289	0.388	0.897	0.939	1

The Correlation is more than 0.25, from the computed statistics and also positive.

From the Pearson Correlation it has observed that there is a pair-wise relationship among dependent as well as independent variables and the results are summarized in table-6. The correlation analysis shows that all of the job satisfaction determinants have positive correlation with the job performance.

Table-6 shows that the job satisfaction factors are positively correlated with job performance and also significant at 1% level. Therefore, the Hypothesis of the present study has accepted. Hence, job satisfaction has a resultant influence on the job performance of employees in the selected Indian IT organizations.

Table 7: Regression Results in the Select Organizations

	Coefficients	*Standard Error*	*t Stat*	*P-value*
Intercept	0.312	0.190	1.642	0.103
IR	-0.166	0.141	-1.181	0.240
OFCG	0.385	0.042	9.135	0.001
PJIO	0.050	0.110	0.453	0.651
GIO	0.600	0.210	2.859	0.006
JS	-0.204	0.204	-0.998	0.320
PF	-0.008	0.057	-0.139	0.889
ACS	0.033	0.259	0.128	0.898
FJ	0.633	0.307	2.065	0.042
CJ	0.425	0.030	14.172	0.001
JE	-0.332	0.170	-1.948	0.055
OPR	-0.161	0.125	-1.292	0.199

If the P value is less than 0.05, it can be said that it is significant.

The data in table-7 indicate that there is an opportunity for career growth; giving importance to Individual opinions, freedom on the job; compensation and job enrichment are strongly correlated with job performance. Hence; it has observed that opportunity for career growth, compensation, giving importance to individuals was the most important predictors of employee performance. Hence, it can be concluded that job satisfaction has a resultant impact on job performance of the employees in the selected IT organizations.

Conclusion and Suggestions:

The study is conducted mainly to find out the impact of job satisfaction on the job performance of the IT employees. It can be concluded from the study that facets of job satisfaction significantly affect the level of employee performance among IT employees. The organization should consider all the intrinsic and extrinsic rewards systems, which have a significant impact on the job satisfaction and job performance. From the above derived results, it is therefore suggested that in order to enhance the employee job performance in the Information Technology Industry, the organization would focus on all aspects of job satisfaction.

Limitations of the Study:

This research surveys is completely based on the individual opinions of the employee's due to the fear of their superior's and the hectic work schedules, employees given information. Further this study carryout on only 5 select IT organizations in Hyderabad, due to this full of information from IT industry may not possible to get.

Scope for further research:

This research considers only 5 companies and only one variable i.e., job satisfaction to performance in further study may carry with other variables comparison like job satisfaction to stress management and by focusing number of companies can also carry the further study.

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