

A STUDY ON EMPLOYEE ATTITUDES AND JOB PERFORMANCE IN IT/ITES SECTOR: HYDERABAD

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ABSTRACT:

Job performance of the employees in IT/ITeS Industry sector is really important. Also employee attitudes are related to different aspects of human life most importantly the job he/she involved in. These attitudes are rooted in the mind of them and come out from the behaviour of the employee. This article identifies three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular—job satisfaction: (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Suggestions for practitioners are provided on how to close the gaps in knowledge and for evaluating implemented practices. Future research will likely focus on greater understanding of personal characteristics, such as emotion, in defining job satisfaction and how employee attitudes influence organizational performance

Keywords: Job Performance, Job Satisfaction, employee Attitudes.

INTRODUCTION:

The importance of attitude in understanding psychological phenomenon was given formal recognition early in the history of social psychology. From the time of the concept's entry in to the language of psychology until now, interest in attitude has been strong and growing. However, over the years attitudes have been studied with differing emphasis and methods.

Behaviour of an employee at work relates to his/her job performance. Job performance of an employee is concerned with two aspects. First, employee should perform his/her job in such a manner that it leads to achievement of desirable ends. Second, he/she should use organizational resources efficiently by avoiding or minimizing the waste in performing the job activities. Attitudes have significant effects on the behaviour of a person at work.

The Indian IT/ITES industry has made a significant contribution to the country's economic growth in terms of Gross Domestic Product (GDP), foreign exchange earnings, and employment generation. This industry has placed our country in an advantageous position in the eye of foreign investors and has taken Indian excellence to the global market

(NASSCOM, 2008). However, a bitter truth is that we are getting all these benefits at the cost of a generation's well-being. The innate nature of the work environment of the IT/ITES industry has a considerable impact on the health of IT and ITES employees. About 30 to 40 per cent of the patients coming to psychiatrists are from the IT/ITES sector for problems of depression and stress disorders.

REVIEW OF LITERATURE:

Krishnaveni, R et al (2011) The Indian IT/ITES industry has made a significant contribution to the country's economic growth. The innate nature of the work environment of this industry has a considerable impact on the health of its employees and poses many emotional challenges to them. It is in this context that this study aims to diagnose the Emotional Intelligence levels of the IT/ITES employees.

Abang Ekhsan Abang Othmana et al (2013) The purpose of this paper is to examine the causes of poor attitude to work. The past decades have been characterized by unpredictable fluctuations in workers poor attitude. Organizations are faced with poor level of attitudes such as Erratic provision of services has become an increasing persistent problem facing the corporation and seriously affecting the general public, Careless and casual handling of the existing tools and machines and General nonchalant attitude of staff in the discharge of their duties.

Abdulrahman Ahmed Bako (2015) The purpose of this paper is to discuss on the concept of job satisfaction and how job satisfaction can make impact on the performance of employees in an organization. The paper will be limited to the positive and negative effects of Job satisfaction.

Kamala Saranya (2014) This study takes a dynamic multilevel approach to examine how the relationship between an employee's job satisfaction trajectory and subsequent turnover may change depending on the employee's unit's job satisfaction trajectory and its dispersion. In particular, in the presence of a negative unit-level job satisfaction trajectory and low dispersion, a positive change in individual-level job satisfaction does not affect the odds of a person leaving an organization.

OBJECTIVES

- To know the employees attitude towards IT/ITeS sector
- To find the impact of the job satisfaction, Organizational commitment and job involvement on job performance employees In IT industry
- To know the employees expectations from the organization.
- To study the attitude of the employees towards their work
- To know the reasons for the employees' positive attitude and negative attitude

Job Performance

Job performance is one of the most important dependent variable. There are two types of employee behavior those are necessary for organizational effectiveness: task performance and contextual performance. Contextually, performance is defined as individual efforts that are not directly related to their main task functions. However, these behaviors are important

because they shape the organizational, social, and psychological contexts serving as the critical catalyst for task activities and processes.

Task Performance: Task performance involves the effectiveness which employees perform the activities that are formally part of their job and contribute to the organization's technical core and studied that appropriate performance referred to those behaviours that maintained the vast social environment in which the technical core must function. It included more unrestricted behaviours that assisted the organizations to function.

Contextual performance: Contextual performance comprises organizational activities that are volitional, not prescribed by the job, and do not contribute directly to the technical core. Contextual performance includes activities such as helping, cooperating with others, and volunteering, which are not formally part of the job but can be important for all jobs.

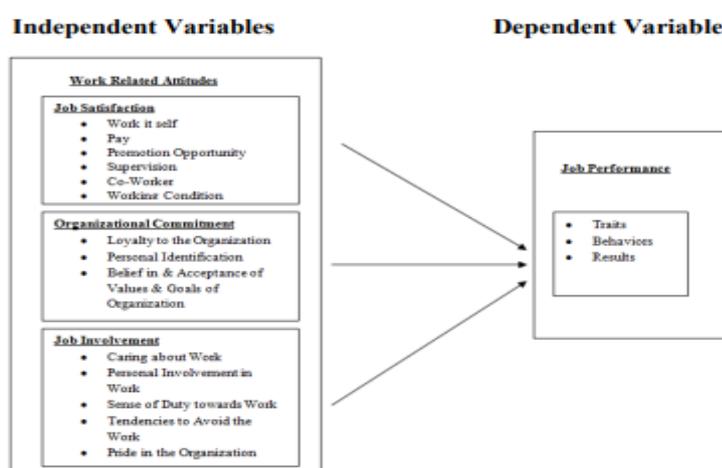


Figure 1: Conceptual Framework of the Study

Generally, Job performance depends upon various dimension viz; Job Attitude, Job Satisfaction, Job Involvement, leadership and organisational commitment. All these factor influences vital role in performance of employees in organisation.

EMPLOYEE ATTITUDE:

An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations. This definition of attitude has certain implications for managers. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are closed to the core of personality. Some attitudes are persistent and enduring; yet, like each of the psychological variables, attitudes are subject to change

Factors that Influence Employee Attitudes:

The most important issue to be addressed is the causes of employee attitudes Universally, Human Resource practitioners appreciate the importance of the work condition as cause of employee attitudes, and it is an aspect Human Resource can assist influence via organisational programmes and management practices.

Dispositional Influences/Personality Traits

Several innovative studies have shown the influences of a person's disposition on job satisfaction. One of the first studies in this area demonstrated that a person's job satisfaction scores have stability over time, even when he or she changes jobs or companies. These various research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction. Openness is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. They tend to be, when compared to closed people, more creative and more aware of their feelings.

Cultural Influences

In terms of other influences on employee attitudes, there is also a small, but growing body of research on the influences of culture or country on employee attitudes. The continued globalization of organizations poses new challenges for HR practitioners, and the available research on cross-cultural organizational and human resources issues can help them better understand and guide practice.

Types of Employee Attitudes

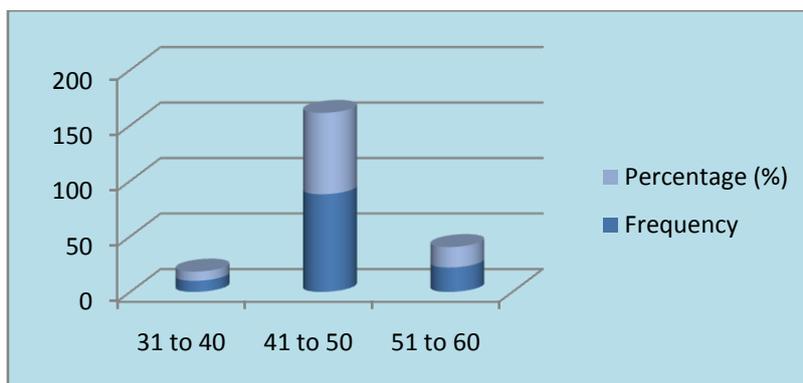
There are different types of positive and negative employee attitudes that affect productivity in organisations.

Positive job attitudes help to predict constructive behaviours; negative job attitudes help to predict undesirable behaviours. When employees are dissatisfied with their jobs, lack job involvement, and are low in their commitment to the organization. wide variety of consequences may follow. This result is especially likely if the feelings are both strong and persistent. Dissatisfied employees may engage in psychological withdrawal (for example, day dreaming on the job), physical withdrawal (for example, unauthorized absences, early departures, extended breaks, or work slowdowns), or even over acts of aggression and retaliation for presumed wrongs.

DISCUSSIONS: Primary data was used for the present study. The primary data was collected from 120 sample respondents

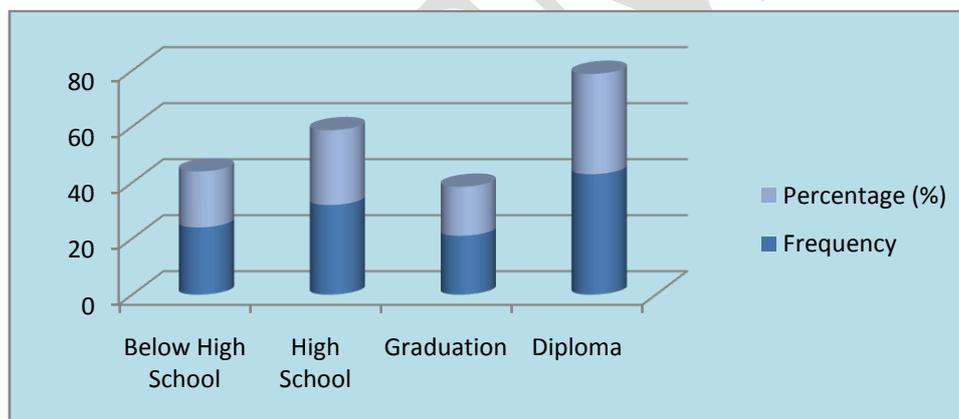
Age Profile of Respondents

<i>Age Group</i>	<i>Frequency</i>	<i>Percentage (%)</i>
31 to 40	10	8.3
41 to 50	88	73.3
51 to 60	22	18.4
Total	120	100



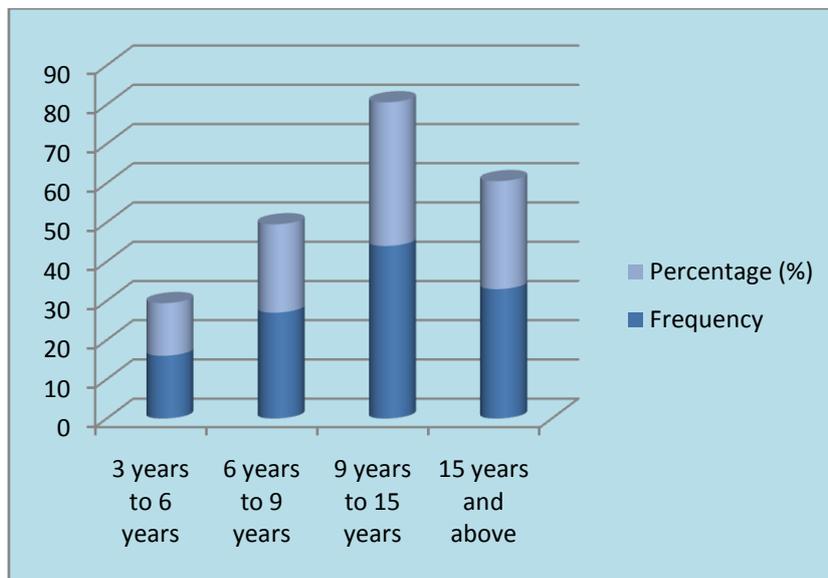
Educational Qualification of Respondents

<i>Qualification</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Below High School	24	20
High School	32	26.7
Graduation	21	17.5
Diploma	43	35.8
Total	120	100.0



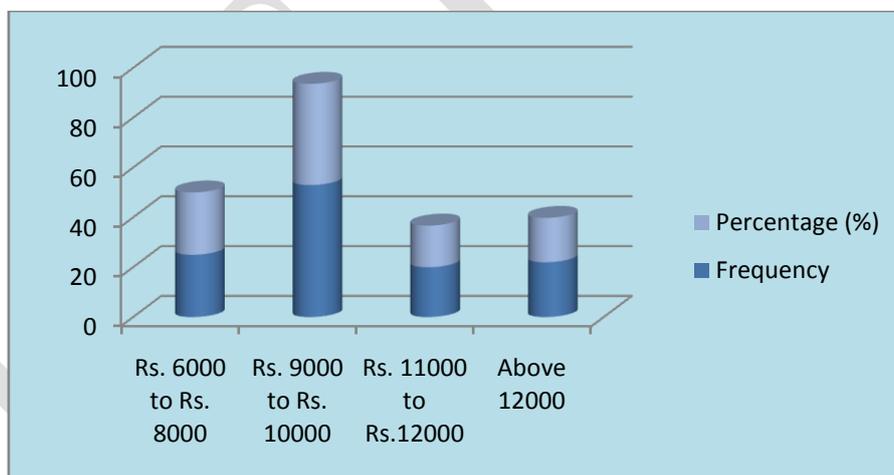
Length of Service of Respondents

<i>Length of Service</i>	<i>Frequency</i>	<i>Percentage (%)</i>
3 years to 6 years	16	13.4
6 years to 9 years	27	22.5
9 years to 15 years	44	36.6
15 years and above	33	27.5
Total	120	100.0



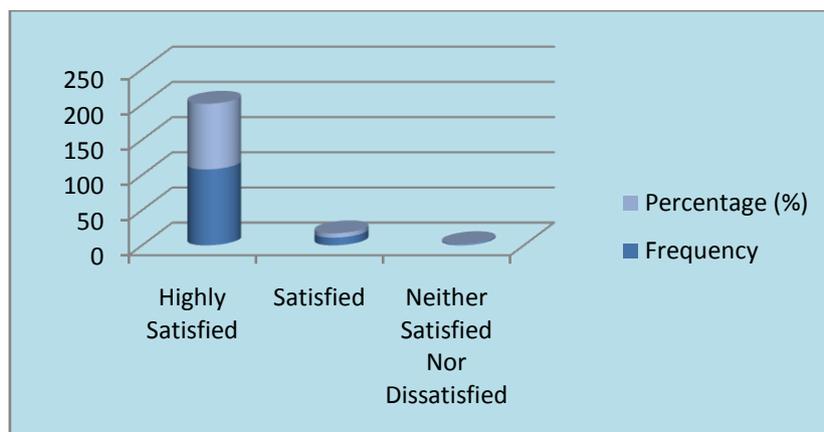
Present Salary Respondents Draw

<i>Present Salary</i>	<i>Frequen cy</i>	<i>Percentage (%)</i>
Rs. 6000 to Rs. 8000	25	20.8
Rs. 9000 to Rs. 10000	53	44.2
Rs. 11000 to Rs.12000	20	16.7
Above 12000	22	18.3
Total	120	100.0



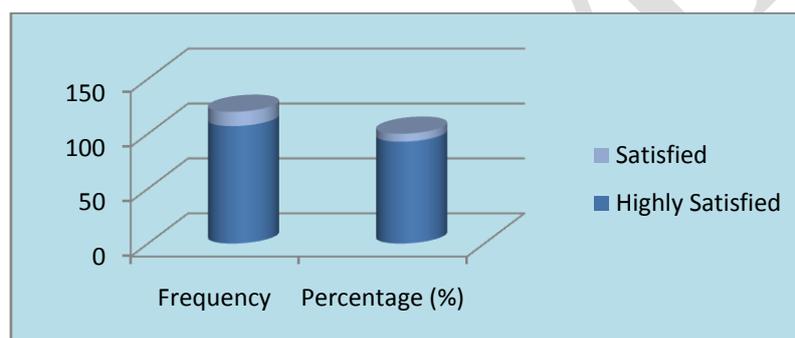
Working Hours of the Respondents

<i>Working Hours</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Highly Satisfied	108	90
Satisfied	11	9.2
Neither Satisfied Nor Dissatisfied	1	0.8
Total	120	100.0



Quality of Work Life of the Respondents

<i>Quality of Work Life</i>	<i>Frequency</i>	<i>Percentage (%)</i>
Highly Satisfied	107	89.2
Satisfied	13	10.8
Total	120	100.0



The table shows that 92.8% of the respondents are highly satisfied of acceptance of quality of work life and only 7.2% of the respondents are satisfied on quality of work life.

CONCLUSION:

In conclusion, the research finding demonstrated that, even though performance of employees and all the four dimensions viz; Job attitude, Job involvement, job satisfaction, job leadership and commitment are different but they are closely related and influenced each other. The management may make the employees understand that they are the partners of the business and the employees' organization life depends up on the constructive contributions made by them. Only half of the respondents are satisfied with the medical facilities and safety procedures provided in the organization which means that the remaining half of them are not satisfied. Therefore, the management with regard to the medical facilities along with ESI may offer a minimal amount exclusively for the medical expenditure as a special package for different levels of employees. The respondents also feel that the leave facilities provided are also not adequate. Management in this regard may identify the ways by which leave facilities

may be improved without disturbing the regular schedule of work, by giving restricted holidays, by increasing the number of paid holidays etc.

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