Chapter – V

RESEARCH FINDINGS, SUGGESTIONS AND CONCLUSION
1.1 Summary and Discussion

This summary is a vital part of the Thesis, because it provides the quick snapshot of the whole thesis on chapter wise.

The Organization and its employees’ should always establish and maintain a strong relationship based on mutual trust and respect through consistently and reciprocally fulfilling their respective roles and responsibilities. In the fitness of things attitude and behavior linkages to the job performance and satisfaction is focused on the above stated aspects. Organization need to create and sustain policies and practices that are more democratic more human and more effective. It is believed that attitude and behavior can do and make big difference. That each person is an asset, each is leader, and each is steward. IT organization should genuinely address major issues concerning effective employee relations and employee management of attitude and behaviors and job performance.

Based on results of employee attitude and behavior linkages to job performance and satisfaction in IT Industry. The following inferences can be drawn

Chapter 1

The Introduction provides a comprehensive view of

- IT Industry evaluation and current status
- Attitude
- Behavior
- Job performance
- Job Satisfaction

The objectives and purpose of the Study has stated clearly align with problem statement. Conceptual framework is explained with the various factors influencing employee attitude and behavior. The elements which help to shift the employee attitude has been explained. Overview and the benefits of presented framework for easy understanding. The outcome of the conceptual framework based on the research has documented in the last chapter.
Organization success and the Employee attitude linkages has been presented in detail and critical elements about the Team cohesiveness and team morale has been outlined with the importance to the study. Overview of IT Organization and success are highlighted with little back ground for better understanding of why the study has chosen specially on IT organization. Also the Economist forecast and prediction about the GDP growth on 2020.

**Chapter -2**

Literature covering all major elements of the study and covered theories pertaining to employee attitude, behavior, Job performance and satisfaction like with the pictorial representation with detail description to understand the different motivational methods which has been examined and explained.

**Chapter – 3**

Conversed and exemplified how research was conducted in terms of research methodology, how the elucidation of the data was acquired through literature review and through a questionnaire. Six Hypothesis with 4 demographical variables along with dependent and independent variables as per the study. Described the Statistics tools used to derive the results.

**Chapter -4**

Data analysis and interpretation chapter started listing the percentage of respondents by demographics, followed by the descriptive analysis and ANOVA to find the significance. Followed by the Chi-square analysis has been performed for all demographic variables for all independent variables to confirm the data fitness. Finally regression analysis has been done to find the relationship between dependent variable (Job performance and satisfaction) and independent variables (Psychological, Situational, Family, Work and Physiological factors). All 6 Hypothesis has been analyzed and the results represented using table and line chart. The survey target for 500 employee whereas 315 responses has been received, respondents percentage is 63%.
Chapter -5

Research findings and discussion provide a quick snapshot of the whole thesis at high level, followed by that elaborated findings and the outcomes of this study. This summary is vital to discuss what the problem was, and on what basis the research has been accompanied. The limitations of this study, consequence of the results and the commendation for future research is deliberated in detail for better understanding. The Conclusion has provided with analysis details and the recommendation for the effectiveness. The analysis output has displayed in the conceptual framework for two separate outcomes job performance and satisfaction.

End of the thesis annexure has included to provide details on the survey question, references and the paper published.

1.2 Restatement of Problem

Job performance is the main metrics measured in most of the industries today in comparison to job satisfaction. As organization should not concentrate either only on Job performance or job satisfaction alone. Continuous or periodic motivation is important for consistent employee performance. Job satisfaction is based on how an individual likes and dislikes about one’s work and the work benefits he or she expects from their work.

These needs are not to just balance but are also required to have optimize Job performance and high satisfaction from the employee in an organization. There cannot be a single strategy that can be used to address the issue. The reason is - managing people is not easy as managing machines, as various factors have an impact on individual’s attitude or behavior in different degrees. Prior to balancing or optimizing the employee requirements, an organization should fulfil the basic needs based on the employees’ requirement on a priority basis. We need to find out the various factors that influence employee attitude and behavior on their current Job performance and satisfaction.

This study enables the management to think a little deeper instead of looking at a high level on the outcome. Needs differ from one individual to another. Every individual has an attitude that is unique, and it is very difficult to predict one’s attitude or behavior. However, it is possible to
predict someone’s behavior by observing their pattern of actions over a period of time. And its keep changing irrespective of any reason based on their situation. To analyze the Core factors that influence employees’ Attitude and Behavior causing them an impact on their outcomes, around six hypothesis were tested in the study to analysis and conclude the actual fact. They are as follows:

**Hypothesis 1** – Employee Age impacts on Job performance, Job satisfaction, Psychological, Situational, Family, Work and Physiological factors

**Hypothesis 2** – Employee gender impacts on Job performance, Job satisfaction, Psychological, Situational, Family, Work and Physiological factors

**Hypothesis 3** – Employee qualification impacts on Job performance, Job satisfaction, Psychological, Situational, Family, Work and Physiological factors

**Hypothesis 4** – Employee experience impacts on Job performance, Job satisfaction, Psychological, Situational, Family, Work and Physiological factors

**Hypothesis 5** – Significance between various factors and Job performance.

**Hypothesis 6** – Significance between various factors and Job satisfaction.

All six Hypothesis results are covered in chapter 4

The research is intended to observe the following areas

1. Outcome
The above factors are dependent variables keeping the following various factors as independent variables to analyse the outcome of the study.

2. **Various factors**
   - Psychological factors
   - Situational factors
   - Family factors
   - Work factors
   - Physiological factors

3. **Driving factors**
   - Attitude
   - Behavior

4. **Demographic Variables**
   - Employee Age
   - Employee Gender
   - Employee Qualification
   - Employee Experience

These dependent and independent variables are formed in a structural questionnaire, which was instrument during the study. The research was carried out across various IT organizations and purposeful sampling technique was espoused to choice the samples for the study.

1.3 **Discussion of the Findings**

The Descriptive analysis and ANOVA has been performed to find the reliability of data and to significance between Job performance, Job satisfaction, with the other factors Psychological,
Situational, Family, Work and Physiological factors. Correlation analysis has been done to find the relationship between the Job performance, Job satisfaction, Psychological, Situational, Family, Work and Physiological factors.

The Chi-square analysis has evidenced that sample fitness is more accurate and can be considered for further conclusion. The analysis is performed to find the various factors that influence Job performance and satisfaction by aligning them to basic demographic variables. The chi-square analysis was evidenced that majority of the samples were accurate.

The regression analysis was done to derive the final outcome; to find the relationship between the dependent variables (Job Performance and Satisfaction) and independent variables (Psychological factors, Situational factors, Family factors, Work factors, Physiological factors). The result evidenced that the Psychological factor and Work factor are two most common factors that influence employees’ job performance and satisfaction. Job performance and satisfaction have strong correlation. The factors that influence job performance or satisfaction are not direct, it actually influences the employee’s attitude and behavior, if it is not been addressed in a right time, which may develop negative attitude across the team and finally hit the organization’s success. The influence of the various factors can be rectified or corrected depending on the degree of impact. The Larger the impact requires longer time and continuous motivation, moreover it takes its own healing period to change the employees’ attitude and behavior towards positive side and it’s purely depends on individual. This requires a professional approach and intervention to handle such issues more diplomatically without causing other dependent problems.

The fortitude of the study is validated in this research and it is identified that the factors play a vital role in employees’ job performance. The people managers have to work with the Human Resource management to align the process and policy. Considering employees’ welfare and organizational benefits is the managers’ responsibility to ensure that individuals’ perception and cognizance about the work is same and it is well aligned to the organization vision and mission.

This study pursues to probe the most significant factors that influence employees’ attitude and behavior on their job performance and satisfaction. In squat, this study conveys esteemed insights into various ways in which managers and leaders in an Organization can come up with strategies and encourages the employee to enhance the job performance and satisfaction. Under the right leadership of skilled and talent managers, who possess effective resource
management practices and positive attitude, employees can always be guaranteed to have high job performance and satisfaction. Such leaders create a positive environment, live positive life styles and expect positive results for their efforts.

1.4 Suggestions

Based on in-detail analysis of factors influencing employees’ attitude and behavior on Job performance and satisfaction, as per the study, research suggest that managers and staff relationship should be establish extra robust in IT organization. Build a matrix for each employee to optimize the Job performance and satisfaction. The motivation and the friendly relationship will help to create healthy environment for the employee to change the negative attitude towards positive, and make them stay consistent with the positive attitude. Attitude of the persons decides is own success and failure in their various part of the life.

Based on an in-depth analysis of Attitude, Behavior, Job performance and Job satisfaction, the study suggests that IT organizations should consider the following to improve the job performance and have higher level of job satisfaction.

- Regular Job performance surveys should be conducted to analyze employee job performance and to help them to improve their performance through proper guidance and training
- Regular Job Satisfaction surveys should be conducted to analyze Employee job satisfaction and to motivate them to maintain consistency in their job satisfaction consistency for longer period.
- Personality assessment should be part of the Organization policy to assign the right work to the right staff and should be purely based on merit.
- Managers should use different leadership styles based on the situation rather than follow the same style. Managers should cultivate a habit of adopting the leadership style.
- The People Manager is a bridge between the top management and lower management. The manager has to ensure that employees should understand their objectives clearly.
- Managers should have transparency to build trust with their direct reports.
Managers should be proactive and think out of box. Managers should be the role model for the team. The employee reflects the managers. Manager should have deep knowledge and experience in the area where they work and it is very crucial to build team confidence on their decision.

Managers should provide direction to the staff, support and should be approachable at any time when there is a help required.

Manager should focus on ascertaining and developing new talent of their staffs and provide the opportunity based on the skill set and attitude.

Managers should give recognition and rewards to motivate employees based on their significant contributions.

1.5 Limitations of the Study

This study was limited to 315 employees in IT organization. The response rate was 63% while the survey was initiated to collect 500 samples.

While the samples are included from various IT organizations across India sufficient
representation from all regions was not assured. The survey can be extended to the rest of the organizations in India for more samples.

- The samples were selected from the 10+ IT organizations in India. To the greater spread the survey should be performed in various countries. To examine how cultural difference vary on the result.

- The Survey has been conducted in the IT organization and it can be performed in a non-IT organization to compare the results.

- Possibility subsists that those who didn’t respond may have had different opinions or views than those who participated and responded to this study.

- The variables were limited to employees’ characteristics of gender, age, years of experience and qualification and the respondents responded on their own choice based upon their views

### 1.6 Conclusion

In this study, multi-fold analysis helps to derive a conclusion of various factors that influence job performance and satisfaction.
The set of questions in the first questionnaire determines the Job performance of the employee by seeing whether the responsibilities are aligned to the employee’s job profile to perform better at the job, and to see if relationships with co-workers and supervisors are supportive and of a friendly nature that helps the employee concentrate on his or her job better. The set of questions in the second questionnaire are to determine the level of Job satisfaction on various work conditions along with the company policy, benefits and work load balance which the employee obtains from the organization and the motivation the employee to receive from the organization. Finally, another 5 sets of questionnaires on various factors like Psychological Factors, Work Factors, Family factors, Situational factors and Physiological factors show the significance and variance on how they impact employees’ attitude and behavior on their job performance and satisfaction.

Employees, who have a lack of involvement or impacts cased on their job due to the various factors mentioned in the study, tend to show poor performance or dissatisfaction. Be it either personal or official, the logic is the same. When you thoroughly enjoy the work that you perform, it leads to perfection in turn and produces high performance and high satisfaction consistently. The consistency in the outcome is very important and that can only happen if the employees is ready to change the way they perceives in their job today and understands the real meaning of what job satisfaction really is. The primary reason - if the Attitude is right and good, everything around would also look right, good and perfect.

The study proves that the Psychological factors, work factors and Physiological Factors influence the Attitude and behavior which have closest linkage to the employees’ job performance. The Psychological factors and work factors influence attitude and behavior which have closest linkage to employees job Satisfaction. Job performance and satisfaction have significant correlation with each other and it also shows that both job performance and satisfaction have linkages to the same factors in this study. The conceptual frame work proposed in the study will help to deep dive to the individual factors to set some best approached method rather than working in general to address the major pain areas concerning employees Job performance and satisfaction in today’s industry.

Derived result from an analysis which reflects the outcome of conceptual framework on Job Performance.
Figure 1
Derived analysis on factors influencing Job performance

As per the analysis the Psychological factors, work factors and Physiological factors have influence job performance. The analysis represents that employees’ performance have impact due to these three factors mainly. The percentage of impact on each factor vary depends on the individual. In reality, even influence of one factors have major impact on employee performance. It depends on degree of impact on each factors. Appropriate action by the organization to counsel their employees to mitigate on the influenced factors for exuding optimum performance. The psychological factors are critical which influences the individuals’ attitude and behavior at higher side if the attitude and behavior are negative. Build a positive work culture with positive attitude employees in the organization is vital for employees’ optimum job performance.

Derived result from an analysis which reflects the outcome of conceptual framework on Job Satisfaction.
As per the analysis the Psychological factors and Work factors influence employee job satisfaction. The analysis represents that employees’ job satisfaction have impact due to these two factors mainly. The percentage of impact on each factors vary depends on the individual. In reality, even influence of one factor have major impact on employee satisfaction. It depends on degree of impact on each factors. Appropriate action by the organization to counsel their employees to mitigate on the influenced factors for exuding optimum employee job satisfaction. The psychological factors are critical which influences the individuals’ attitude and behavior at higher side if the attitude and behavior are negative. Build a positive work culture with positive attitude employees in the organization is vital for employees’ optimum job performance.

Performance and satisfaction have strong linkage to Attitude and Behavior. Attitude and behavior can be change by the employee over a period of time if they could really understand the purpose of work and life. If the employees understand the benefits of change
in attitude and the purpose, it in turn helps to create an interest in the job. Most often than not, the opposite field looks greener. Either you do the work that you love to or start loving the work you are doing with 100 percent devotion. This basically creates Job satisfaction. It is the Management’s responsibility to create a positive work culture in the organization that caters to meet employees’ expectation to perform their work in a better manner.

Every employee has his or her own personal career goals; attitude drives the employee to achieve the goal within the timelines. This is not only for goals, but also for the personality development of the individual. When the work description does not match with the individual’s passion, then there is dip in performance and satisfaction level.

In contemporary organizations polices, processes, metrics, measures etc. are set to evaluate the performance of the employee and to carry out a satisfaction survey to measure the employee’s satisfaction level. However, these scores are always dynamic because the entire population consists of people who are passionate and dispassionate about their jobs.

The Passionate people will abide by all the process laid by the organization and this will also give positive scores in the satisfaction survey. On the other hand, the dispassionate people will not show interest in terms of delivery. To the employee, there are only two options - either to choose the job according to their passion or to find means to make their current jobs meet their expectation and to enjoy their work. The organization must focus on identifying least engaged people and create strategies to engage them and thus move them to the highly engaged level.

Today's work culture is unable to produce the optimized performance or satisfaction due to various factors as mentioned in the study. One of the other core reasons apart from attitude and behavior is that the organization is modulated by the system, services or software. There is no ventilation for emotions. Everything is conditioned by the system. As an industry it is nothing. Every individual in the organization from the top to the lower management is controlled by the system. Further researches on this area would help us to optimize job performance and satisfaction.

In the past two decades, technology has improved and automation is enhanced in almost every field. The objective is to get the work done quicker and to eliminate workforce. One end of this change creates stress and high pressure at the work place. Therefore, the
employee has to be competitive in order to prove his skills and ability. Stress due to the commitment creates poor job performance and job dissatisfaction.

Due to commitment and job responsibility, maybe we see an improvement in employee job performance but not in satisfaction. This study outlines the factors that impact employee attitude and behavior are those that have their linkages to their job performance and satisfaction. The degree of impact on various factors respect to the demographic variables like age, gender, qualification and years of experience depends on ones’ attitude.

The study concludes that various factors impact job performance and satisfaction at last but not the least. The underlying driving factors are employee attitude and behavior. The Psychological factors and work factors are the most common factors that influence employee job performance and satisfaction. The employee Attitude behavior gap is nothing but that the employee thoughts and actions varies are totally different due to factors influencing their Attitude. There is variance between thought and actions. Difference in attitude between individuals is a fact.

The Organization effective planning and shifting of its focus towards building positive employee attitude and behavior is required to derive the optimum output. This basically provides humanistic values, belief and goals on Individual and organizational level. This collectively offers employee respect, trust, and effective participation with huge cultural shift on employees to perform well than before with high job performance and satisfaction. As we see there are few top companies the employees’ satisfaction is high.

Goal of IT Organization is not only make profit that is one of the result. Main focus is to bring innovation and unbind the blind areas on technology arena to attain the maximum benefit by simplify the most complex task that we perform today which requires more efforts and stress on whole product or process life cycle. Many companies concentrate that they have very clear vision on nurture the employee potential by involve every individuals to contribute some definite percentage of their work on innovation and creativity at work, which basically improve the job performance and satisfaction. Worst part and fact is only less than 30 percent of employee are passionate about the work. That means 70 percent of individuals are in various stages of Despair, Disillusion and Disinterest and in disconnect position. Which is very high percentage of overall population. Integrated approach is required to boost the
employee engagement to create a high productivity. By looking further on the actual cause for the people disengagement by using the conceptual framework as an input tool to provide the comprehensive result and various factors influencing Employee attitude and behavior which impacts the overall Job performance and satisfaction.

Also Radical management provide an opportunity to rejuvenate the management strategy to improve the customer satisfaction. Customer delight indicates organization success. Organization success is depends on Employee satisfaction. The framework presented in the study enable to find the factors influencing employee attitude and behavior which impacts their job performance and satisfaction. And allow manager to enable the team for high productivity with innovation and creativity as part of the profile more empower employee to work more passionately.

The new interest in employee attitude and behavior as a strategic lever can have economically significant effects on IT industries prospects. Human resources both as labor and business function has been viewed by the IT industry as a cost to be minimize and a potential source of efficiency gains. There are certain areas in the components of attitude and behavior which go unattended. Therefore the way in which employee are managed in IT industry represents a largely untapped. Opportunity to improve the motivation, performance and satisfaction.

Overall Organizational effectiveness is achieved through employees’. They should, therefore, be regarded not as variable cost but as values assets in which to invest, thus adding to the inherent value. Organizational effectiveness can be enhanced significantly by pay close attention to the devolvement integrated business and HR strategies by designing an appropriate the organizational structure and shaping the required behavior for the culture of the organization. Like it or not, the language of business is dollars not correlation coefficient’s the bottom line is determined by job performance and satisfaction of the employees’ in a genuinely useful, practice and progressive organizations.

Employee values are strong and stable, it’s a belief about what is so important to the employee, and it’s long lasting. Value have direct impact on employee Attitude. Effective managers basically have to understand the employee values behind the behavior. Only then
managers will be able to understand why the employee behave sometime strange or very
different from the desirable behavior. As we seen in the study there are various factors
influence Employee Attitude and behavior needs to take care before it impacts the team
norm. The values are strong and permanent which generally develop in nature either from
internal or external factors from the childhood.

Managers’ responsibilities to identify the factors influencing the employee attitude and
behavior and take corrective action before it hits the group cohesiveness. Encouraging
cohesiveness is always good for the group, to make them motivate and stay together as a
team rather than the individuals. It develops unity in the group and every individual in the
team to follow the same norm. Once the team form with similar positive attitude the
employee hold same kind of morale, feelings and belief about the work. Which reflects in the
work, perform by the team with the great difference compare to the team have low
cohesiveness.