Overview
1.1 Overview

We all live and work in an information driven world. Information is the life of modern business, with the amount of information created and stored every year the concept of securing and managing them become more important and necessary in today’s IT (Information technology) environment.

Job performance and satisfaction at IT organization in 21st century business is what railroad was to the 19th century enterprise and what the assembly line was to the 20th century manufacturing.

The IT industry has extensively and immensely contributed towards the consistent growth of the economy. It has played a major role in transforming the image of the economy into an innovation and entrepreneur hub that offers world class technology and solutions. The IT industry in the new era has created a paradigm shift categorically changing the way we work and live.

The Indian IT industry is viewed and perceived as a strategic partner in the business arena that can drive productivity and gain business outcomes.

Today factors such as domain proficiency, process excellence and scalabilities are not only key to the long term success of an organization but also collectively act as a major differentiator between countries. It is projected by NASCOM that IT will be thriving 300 billion dollar industry by the year 2020. In a nutshell, IT has become one of the primary growth drivers of the economy today.

It requires effective leadership to tap the collective intelligence of employees, customers and communities by leveraging the IT industry and staying ahead of the curve. It is important for an IT organization to have a comprehensive plan to understand the growth and development of the employees for better performance. Such being the case, the IT boom around the world showcased the power of wealth and its distribution. As an outcome, Job performance and satisfaction of employees became vital for the success of the organization. In fact, the performance yardstick is the only meaningful resource that paves way for capital inflow and outflow.
In the contemporary world information is readily and easily accessible to anyone who really needs to ensign it down onto digital highways. In turn, the individual who transposes knowledge into the country corporations will be the representation of new individualisms, which are now becoming conspicuous in India as they had done different in global economies in the last few decades. Individuals can apply their knowledge to deliver job towards commitment in the competitive world which can effectively help them towards attaining employment.

To perform better in the industry, we need capabilities. Total quality cross culture alliances, mergers and acquisition, and fast changing equation of power demands a new paradigm of business. It is needless to say that technology has made inroads in the quality of the output. Organizations that have world class ambitions will need to nurture the attitude and behavior of its employees to make them strategically fit to the organizations goals and objectives.

The availability of top class intellectual capital seldom reflects on what needs to be done for garnering employees’ performance. However it does not contemplate intellectual capital.

As a matter of fact, human beings are drivers of the knowledge juggernaut. The employees in an organization are required to keep themselves updated on their skills and knowledge to meet with the market’s demands. In the competitive world, to maintain successful business, we need to integrate diverse functions across departments and operations of the organization to achieve customer satisfaction.

To transfer the phase and base of the IT industry, one needs to look beyond the technology partners. Quite naturally, IT should take interest in employees’ attitude, behavior, performance and job satisfaction. Such being the case, business will take care of employee financial matters, career growth, development and the overall impact on productivity and performance.

Customer satisfaction is derived from job performance of the employee. Hence, factors that underline job performance and satisfaction of an IT Organization are strongly connected to factors influencing employee attitude and behavior.

In any organization, the employees’ job performance and satisfaction is very crucial to the growth of the organization. Organizational Behavior is directly concerned with the
understanding, prediction and control of human behavior in Organizations. It is an area of study that investigates the impact that individual and groups (attitude and behavior correlates with Job performance and satisfaction) Behavior within organizations for the purpose of understanding job performance and satisfaction for improving the effectiveness of the organizations, particularly the IT industry.

Human Behavior in organization is a relatively new concept and it emerged as a distinct field of study in the late 1950s and early 1960s. This study has changed the traditional belief of the managers that, all the managerial and organization problems are in technically in nature. However, of late, managers now understand that to make their organization more effective, they have to understand and predict **employee attitude and behavior linkages to job performance and satisfaction.**

In the fast growing IT industry the employee attitude and behavior requires regular monitoring and fine-tuning in order to build a positive work environment in galvanizing organizational world for employee personal and career growth. There are various factors influencing attitude and behavior at different levels in various situations, which impact employees’ job performance and satisfaction.

**Employee Attitude** is bent of mind, predisposition of certain actions, the attitude may make up the personality and it is very important variable in Human behavior. This frequency used in describing people, objects, events and explaining **employees’ behavior** is predominant component in today situation.

An attitude can be defined as a persistent tendency to feel and behave in a particular way towards some object. It describes an individuals’, feeling, thoughts and situation in the form of expression. It’s a belief, feelings and action tendencies in a work environment. It is an impact on effect and evaluation. Having said that, values are critical in the attitude formation. Infact values are one of the determinant of ones’ attitude. Attitude can be altered or changed by the individuals to achieve greater results.

Cognitive Components comprises of Belief, Values, Ideas and other Facts an individual has about the attitude. It will make no other difference whether this facts are real or not.

Affective component is very crucial compared to other component of this model. Which basically an emotional state of an individuals. In which it involves an individuals’ feeling either Positive, Neutral or negative about the attitude object on any given situation.
Behavioral component displays the tendency of the Person how they behave to the Attitude object in particular manner. Attitude object could be any work, task or situation in present or future.

Affective, behavioral and cognitive scores were only moderately associated with each other. Thus, these components are empirically distinct and proved in many researches. This model is also called as CAB.

Figure 1

Behavior Components

In ABC Model of attitude only behavioral component is tangible and observe through action. Antecedent or affective component and consequence component are intangible but very important and essential to understand these two components in the study of organizational behavior.
Attitude is the good predicator of individual’s behavior, Stronger the attitude could affect the behavior whether it is positive or negative. The attitude strength involves a person’s importance and personal relevance.

Every employee whose has positive attitude towards the organization will try to mold and shape the behavior in accordance with the requirements of the job. Employee Behavior can make or mar an organization in terms of success of the organization or failure of the employee in contributing to the success of the organizations. Therefore behavior linkages to job performance and satisfaction is the need of the hour. Unser such circumstances modern behaviorist lay great emphasis on operant condition for molding the behavior of individuals and motivating them.

Successive approximation or Behavior shaping is a method helps manager to assist and set goals for certain employees’. Shaping will provide direction for the reinforcement program. Overall it helps to change the employee undesirable behavior to desirable behavior required for the organization. For example, one of the employee doesn’t perform or complete the project assigned to him on timely manner, therefore manager decided to breakdown the work and assign to him and wait for his behavior before reinforce some different technics to get the work done. Monitor the desired behavior of the employee progress on small task to check whether they are periodic improvement from his regular behavior or not.

Behavior modification popularly known as Organizational Behavior Modification (OB MOD) makes use of various reinforcements to influence the behavior of employees’. It avoids and eliminates undesirable behaviors and reinstates behavior that is more compatible with the goal achievement.

OB MOD is a program where managers identify the performance related to employee behaviors and then implement an intervention strategy to strengthen the desirable behavior and weaken and undesirable behavior. The Figure below illustrates the steps followed on OB MOD.
Identification is the First and foremost step of the OB MOD to identify Performance related behavior, all desirable and undesirable behaviors will captured and figure out the critical behavior which have impact on employees’ performance. The objective is to focus more on critical behavior is likely to happen very often. If such negative behaviors identified can be corrected to create good results on job performance.

After the critical behavior is identified, managers’ responsibility is to monitor the critical behavior over the period of time to measure the frequency of reoccurrence. After the pattern is recorded it has move to analysis stage the required changes.

During Analysis stage, the manager of the respective employee has to analyze the behavior which required to modify by employees’
During the 4th step or Intervention stage is on reinforcement of required change in behavior, which is basically handle by managers. If the chosen reinforcement matched to the required behavior change and if it create positive results. Manager will maintain and apply the reinforcement as required or in the fixed schedule to maintain the desired behavior.

Final stage is the evaluation stage to find whether the change in undesirable behavior by the OB MOD have a positive impact and measure the effectiveness and see the results are in the right direction. To conclude that the behavior change is consistent and whether the desired behavior results in overall improvement on individual performance or not. If the effectiveness is not there by the reinforcement, choose the alternate option to improve the employee job performance.

Today work environment and other factors are major contributor on impacting employees’ attitude. Employee attitude could be either Positive or Negative which creates an impact to the organization at two different extremes. There is a quote by one of the famous author stating that, Life is only 10 percent and remaining 90 percent is how we live and react. It’s observed and applicable to both Personal and professional life. The work and the environment is just 10 percent, remaining 90 percent is how we will understand and react.

In my perception, work life balance of an employee’s are better for those have positive attitude. Negative attitude employees’ majorly not have an interest on work or life at most of the time due to various reason. Attitude is more important than the education, financial status, Age or Experience.

Performance management is necessary and moreover it has direct impact on employees’ job performance either positive or negative based on the appraisal results and depends on employee understanding and maturity level. In general, performance review happens half yearly or yearly depends on organizations. The result will be announced during first quarter followed by end of the financial year. Managers will review and evaluate the work performed by the individual during the tenure. The performance appraisal includes employee’s attitude as one of the major aspect on their rating. Performance rating will be measure by scaling method. Starting with 3 scale, 4 scale or 5 scale ratings depends on the organizational policies.
Performance appraisal life cycle is basically consists of five levels

- Clarify the role and responsibilities with the Employee
- Discuss and Set SMART Goals (KRA/KPI)
- Monitor and support during the tenure to achieve the objectives
- Review and evaluate based on the employee performance
- Appraisal result discuss through one on one meeting

Key Responsibility Area (KRA) is for assigning duties, roles and responsibility to the employees'. KRA is applicable for all employees irrespective of designation and authority. KRA are generally set of task and its classified based on the nature of service performed by the employee. This helps Employees’ to understand the roles better and clearer. It covers basically maximum part of work for the specific roles and remaining will be the join responsibility. It is a critical part of whole procedure, similar as capability maturity model.

Key Performance Indicator (KPI) is basically helpful to measure the employee services and satisfaction. KPI will differ based on the industry and it’s planned internally by the management teams. KPI measures the quantity against the set of employee predefined few set of values. The values are called as indicators. Different indicators on KPI are Quantitative, practical Directional and Accountable indicators.
There are 180 degree and 360 degree appraisal are followed across corporates. 360 degree provides better insight about the individual performance rather the ones’ perception observed during the tenure.

At high level the performance rating follow similar scales.

- Exceed Expectation for top performer
- Met Expectation for value contributor
- Below expectation for non-performer.

Most of the time the performance appraisal causes dip in employee performance due to lack of clarity in objectives, expectation and due to improper performance management effectiveness. Follow the industry standard performance appraisal is mandate to review and evaluate employees’ for effective performance management.

The job satisfaction is monitored to some extend by most of the organization. To increase the job satisfaction there are many motivational programs are carried out to make employees’ more engaged towards the work and organization objective. These kind of programs are basically to create Employee’s interest towards the job he or she performs. Which intern increase the overall employee job satisfaction. But, today challenge is to make the employee satisfied consistently due to the demand and fast growing IT industry. Motivate the employee from the suffering area related to work will boost the performance and improves job satisfaction.

Employee champion and HR partner works with organization staffs and respective managers to understand the employee morale of the team to improve the overall job performance and satisfaction.

Employee morale is low when the negative attitude is high. Which have major impacts on productivity and increases the employee turnover across the board which ends up with the continuous hunting of talents and training cost to the organization. There are different strategy and technics has been followed to improve the employee morale.

Building strong and effective relationship with the trust among the employees is very important. Building trust and strengthen relationship between employees is not an one time process, it's a continuous process and long term goal, over the period we can observe the positive employee engagement. Emotionally once the employees’ connect to the organization system and understand the organization objectives, roles, responsibilities and organization norms will increase the morale of an individual and group.

Every individual person is responsible for the things happening around us, we can’t blame anything or anyone around us if something going bad or not happens as expected. But the truth is not understand across employee at various level due to the maturity and
experience. Managers has to be respect their own staffs, which actually make them to engage, creative and optimistic.

Build trust and give respects to employees’ views, their ideas and creativity to make them feel as part of the team. Nurture the employee creativity by make them engage to realize the potential rather than finding faults on lagging skills.

Building Effective team is not a complex task if understand the Team dynamics correctly it can be address by Managers having a closet view on Team conflicts, Ego Trust ,ambiguity and team morale.

Corporate culture is more on beliefs, attitude and behavior norm along with the priorities on Organization commitments. Corporate culture have significant impacts on the Employee Attitude and behavior.

**Figure 3**

**Team Cohesiveness**

Increasing or decreasing cohesiveness is basically exact opposite action. Increasing cohesiveness is required when the team working on silo towards the same objective, when there is no unity among them, even the skills levelare high. Team moral may low which produce low productivity or due to team participation and communication is very low.
Manager create opportunity to the team for more participation and communication among them to create a positive result. Decreasing cohesiveness is required when there is negative thoughts and team morale is low. Reduce engagement and communication to stop the negative impact speed across the team. If not, it even more worsen the situation. During such incidents increase the size of the group, embedded positive attitude, supportive approach with high care will improve the team norms.

The figure xx illustrates the principle of Radical management, the outcomes are comparatively high versus traditional management due to the mangers enables the team rather than controlling the individuals on people management perspective. This is integrated approach. Overall radical management objective on Delight customers. The Study is to find the various factors influencing Employee attitude and behavior and implement right strategy to reduce the impacts from various factors to improve the high employee job performance and satisfaction.

**Figure 4**

**Radical Management**

![The principles of radical management](image)

*The principles are self-reinforcing & interlocking*
Paradigm shift of the business from shareholder capitalism to the customer capitalism, balance of power has shifted from Supplier to Consumer. Global competition has created an urgency for the industries to look forward on their business strategy to meet new demand by adding value along with the delivery on services or product shift from seller to buyer.

In the radical management the bottom line of the industry is changed from making profit to Delighting customer. The organization are has to shift the perception from the traditional eye. Once the bottom line is decide to change the current bureaucracy and engagement methods to be change.

This requires lot of management maturity and highly motivated people to bring the difference during the transformation. On this Employee attitude and behavior are the vital component by change their perception towards the work and organization object.
The above picture illustrate the difference between the Traditional Management and Radical management, as per the Forbes one of the top three companies like Amazon, Apple and Salesforce shares has been significantly improved over the decade due to the Radical management.

Today companies focus to concentrate on actual customer requirement than the general supply rather than the technology and trends. There are varies analytics performed to find the actual customer interest and their likes by monitoring the business from varies sources. The Innovation, creativity and details analysis help to predict the business insight accurately to satisfy the customer depends proactively. Stakeholder satisfaction is very important for
Organization success. Employee satisfaction and services are the major contributor for Stakeholder satisfaction.

The main focus of my study is on Job performance and satisfaction, because employees’ attitude is most often related to organization outcomes. The following factors influence employee attitude and behavior.

Effective Corporate Communication basically boost Job performance and satisfaction. Even by address many aspects of Employee engagement from various views in this research provide a comprehensive finding by groups, that various factors influencing Employee Attitude and behavior. The Conceptual framework provides organization to group the employees’ impacts by category which helps to streamline and simplify by addressing the various factor impacts Employee attitude and performance.

Present study is an earnest attempt to distil what factors influence employee attitude and behavior on job performance and satisfaction in an IT Organization.
1.2 Attitude and Behavior

Attitude can either be constructive or destructive; it is contingent on one’s personal beliefs, values and emotions. Much discipline, obedience and preparation is required to maintain the positive attitude constantly. Attitude of an individual can be predictable based on observation for continuous pattern of behavior depending on the situation. However, predictability may not be right all the time. Attitude is nothing but what one thinks of someone or something, whereas behavior is about performing an action towards the thought. Sometimes, attitude says don’t do this, this can impacts your life or health, but Behavior may perform actions contradictory to one’s attitude, most often due to situational needs. A change in behavior can happen most of the time only by controlling ones emotions.

In psychology, substantial research signifies that attitude and behavior change is very common. Many theories explained relation between attitude and behavior also about job performance and satisfaction relation. Behavior is similar to attitude but they are not exactly same; nonetheless, they both work hand in hand. Attitude sets the direction and the purpose, behavior drives action to achieve the task. To achieve either an official or a personal goal, we need to determine what behavioral traits that we should carry out on a daily basis in order to keep moving towards the target. To attain positive results, substantial changes are required to be incorporated into ones behavior. Constant and continuous efforts lead to great success of any individual.

How Attitude matters to Individuals growth

Positive attitude improves employee morale and enhances the employee’s relationship with his or her peers and superiors. Co-worker relationship plays a vital role and enhances individuals’ growth as well as the growth of the organization. Positive attitude is highly important in the IT organization to motivate employees to improve their job performance constantly and to maintain the momentum for longer periods.

Attitude matters in everyday actions performed by the individual, changing the attitude to a positive approach will entitle the life of an individual. It again depends on what the individual feels or thinks about life in general. Attitude is formed based on one’s behavioral patterns; it requires more effort to change one’s behavior. Program ourselves to follow certain discipline and self-awareness on various actions with matured behavior and correct approach will foster the individual’s life.
Stress can be reduced drastically by the way you look at things around you; if you enjoy the job that you perform there will be little or no stress. Failure to perform or complete a given task assigned for that specific day will remain as a stress and can lead to frustration either physically or psychologically. Enjoy every moment of the task you perform, choose a job that you like, otherwise start loving the job that is assigned to you and enjoy life. Stress can be controlled purely by the attitude of the person however acute it may be.

1.3 Job Performance and Satisfaction

There are plenty of empirical studies and case studies carried out on job performance and job satisfaction. They espouse different approaches and are very dissimilar datasets; they often focus on either job performance or job satisfaction, and occasionally outspread their analysis to numerous other aspects and seldom correlate the relation between job performance and satisfaction.

Job performance

Job performance is basically measured on individuals based on their productivity; in other words, the outcome of the work and how effective and efficient the individual has performed on the job. Job performance has a direct relationship with Individual and organization growth. If an employee has understood the purpose of the Job and has greater visibility to the task, with the continuous encouragement coupled with the employee’s individual capabilities, the organization and the employee can produce greater output. Performance may be forced by the organization and managers on their subordinates, but the output thus obtained by force and compulsion will not sustain for long. Motivation drives employee to put in more efforts on the given task and helps them to complete their tasks within the timelines. Employee consistency in job performance depends on various attributes.

If employees thoroughly enjoys and understands their job, employee job performance is guaranteed. How an employee feels internally when they perform a job, the happiness experienced on the completion of the job and the self-esteem of the individual are more important than the external rewards given by the managers or by the organization. The employee’s skills, abilities and capabilities are more important for the Job performance.

Job Satisfaction
Job satisfaction can be improved by successfully implementing job enhancement tools and by redesigning the job content. Additional factors such as management style and culture, empowerment and autonomous group, employee participation also motivate job satisfaction. This process is common and important attribute in organizations. The most common method to measure rating scales is by describing a given employee’s status report and his or her responsibilities of a given job.

In case of expansion of an organization, high level performance can be done through work force which improves the productivity and efficiency, which have always been a high priority for an organization. Thus, each and every company renders to generate an optimized result from work force to regulate the wellbeing of the company. On the other hand, the complete organizational performance relies on effective and efficient employee performance of the company. Every organization invests substantial belief on employee performance for its high achievement. It inclines to upsurge the overall performance growth of the organization. In other words, the commitment and effort of an employee are crucial for the success of the organization in conjunction to one’s job performance.

In Industrial psychology, Job satisfaction is one of the hot topics for researcher. There are many in-depth analysis that has been performed on various dimensions of attitude to find out the impacts on job satisfaction.

- The reason for upsurge and plunge in the employee job satisfaction level.
- What makes the employee satisfaction consistent for a greater period of time.
- What are different emotional states and their impacts that influence job performance and satisfaction.
- Employee mood swing ratio that impacts job performance and satisfaction.

Consequently, in the second chapter the answer for the above important questions has been analyzed and reviewed from various literatures with a mind to provide a comprehensive summary. It was surmised from various literatures that the theories pertain to Attitude, Behavior, Job performance and Satisfaction.

The literature review will present the definition and background theory of job performance and satisfaction, and then point out the reasons why it is so commonly researched. After that it elaborates the factors that influence job performance and satisfaction,
focusing on individual and organizational antecedents, and finally, will discuss the consequences of employee job performance and satisfaction.

**Factors that influences Job performance**

In general several factors influencing job performance are job profile, managerial relationships, team conflicts, knowledge, Stress, work style lack of Motivation.

**Factors that influences Job satisfaction**

Similar many factors influence Job satisfaction. Few of important factors, as per previous studies and researches include motivation, compensation and work-life balance. Initially, the organization should create a comfortable and conducive environment for the employee to perform well. The organization should encourage the employee to perform better by implementing skill-based promotion system, leadership, social relationships, and by changing the working conditions. On the other hand, job satisfaction and motivation are not similar but are related to each other.

Stress impacts job performance and satisfaction in the work place. Stress, be it either physical or psychological, can impact job performance and satisfaction. Source for stress can be either internal or external. Some of the most common reasons for stress are:

- Unplanned Work load
- Improper work-life balance.
- Undertaking of skills that not to one’s appropriate level to perform task assigned.
- Unrealistic deadlines
- Poor time management
- Travel
- Job insecurity
- Negative attitude

The cause for stress should be to identify and find right solution to reduce stress; proper stress management will reduce the stress level and improve job performance and satisfaction.

**Employee Job Attitude and Behavior**
In any given workplace, attributes namely individuals’ maturity and secondly their understanding of the organization are very important. The below mentioned areas that require change in one’s view or perception on one’s job are as follows:

- Work Conditions
- Effective Supervision with the application of right leadership style for better management for specific situations
- Relationship with peers to have a friendly atmosphere.
- Relationship with ones’ managers
- Threating and unrealistic company policies and procedures

1.4 Overview of IT Industry in Global scenario

There is a significant opportunity for the industry players in the IT services globally due to the massive growth in the technology revolution. The IT services are extended in various fields like education, transport, trading and banking. For 2017 the market forecasted an estimate of about $1,147 Billion USD with CARG which is 5% increases compared to the last 5 years.

Many Industries started outsourcing the infrastructure to leading IT services providers for effective and efficient management after considering the Technical expertise of skilled people, quality, availability and less people management overhead. In the past 2 decades Industry opportunities comprise of the following:

- Software development on various applications
- Hardware maintenance on midrange and enterprise products.
- Professional Services on development and software builds
- IT Consulting to enhance IT infrastructure
- Software and hardware development on communication technology
- Automation to simplify management of complex infrastructure

North America holds a major portion of the global share and leads the Information Technology industry globally compared to other countries. The developed countries started
outsourcing their business to various part of the world where the labor and operating costs were lower. While the Americas hold 42% of the global share, the APAC region is also equally expected to grow due to its vital strength of people. The new IT policies created are revolutionary for the APAC regions and today the buzz word is “cloud” in APAC. India was one of the premium outsourcing due to its cost advantage; however, off late markets which picked up English skills are Chinese, Philippines, and Vietnamese etc. who are also growing considerably.

IT Global demands are rapidly increasing day-by-day. To deliver the industry needs, corporates are concentrating on developing their talent pools with Subject matter experts. Organizations are concentrating on identifying key leaders to deliver the clients with high satisfaction. Stakeholders’ feedback to improve operational effectiveness and delivery excellence to increase the customer relationship for continuous business growth. Below are the major riders for economy growth globally

- Banks & financial sectors
- Educational institutions
- Manufacturing industries
- Electronic industries
- Transport sectors
- Pharmaceuticals companies

Global IT companies are running operation in multiple location or countries; they have achieved eye catching growth in last one decade. EMC one of the leading storage/backup IT application product base organization has reported net income of US $ 2.73 Billion in 2012 compare to US $ 496.11 million in year 2003. During this decade phase company has acquired lot other IT companies to keep foot print in different sector of IT business. Another example we can give is Microsoft which well know company in IT sector known for its operating system solution in world wide. Company has reported whopping US $ 21.86 Billion in 2012 as net income compare to US $ 8.7 Billion in year 2003.
1.5 Overview of IT Industry in India

In present time, Use of internet is increasing rapidly to perform day to day activity like shopping, selling, banking, communication which intern result in more and more data. IT business is rapidly increasing result of the growth in data and usage as mentioned earlier. India a traditional agriculture dominated economy, put a foot in IT business after the globalization of it economy after 1991. It has started working for attracting IT business in late 1990, with right policy and low cost work; it started becoming favorite destination for IT business. Within decade time, Service sector which majorly dominated by IT sector become more import player in GDP growth of India. It’s been clear with facts and figure, that agriculture dominancy started reducing in growth while service sector which dominated by IT started playing important role in growth story of India. If see recent global slowdown period of 2008, India outshined compare to all other countries in GDP growth. It’s been observed same year that reduction of agriculture growth, while increase in IT growth which increase the growth of India. All we can say, India has been getting transformed from agricultural economy to IT economy in last one decade.

To attract the IT business in India, Government of India setup up Export Oriented Units (EOU), Software Technology Parks (STP), and Special Economic Zones (SEZ). As year pass by, more companies started offshoring their work, started investing and build work force in India for IT business. Lot of Indian company have started in the same process to get benefit of this new era, within a decade company get well established and started their operation overseas in many countries.

Companies like TCS, Infosys, Wipro and HCL Technologies were become super hero of the industry. If we look at the growth of these companies, as quarter or a year pass by they shown increase in a profit. It’s not only these top 4 Indian IT companies but thousands of small to large companies got established and made a profit in this industries. All these companies come with their own strategies but with same goal profit making in IT business. But companies did not just make profit for themselves. India is receiving huge amount in terms of tax collection from this industry.

IT has created millions of jobs for common people, which helped to increase the per capita income. IT education is new business started due to need of a trained IT person for the industries. Cities like Bangalore, Hyderabad, Pune, Chennai and Delhi NCR seen huge flow
of people joining the IT work. Companies not only concentrated in onshore work which comes from US and Europe, but started exploring other countries, whereas within India as well, due to Government of India initiated to get all its office and work run on computers. Offshore-onshore employee balance, currency conversion, rupee value are some of the parameter help IT companies to make profit.

TCS has shown the fastest and biggest growth in its profit down the line, with whopping 12786.34 Cr net profits reported in March 2013 for the financial year whereas Infosys reported 9116 Cr profit for the same financial year. If we compare the March 2005 and 2013 net profit figures for TCS, it has almost 700% rises in its net profit, which can be called 7 time rise in profit in another word.

In today’s world India become recognized destination for IT business due to skilled labor and lower cost. The Indian IT industry contributes significantly to the growth of GDP and in the last decade it has contributed over 6% to the country’s growth. The revenue in 2009 – 10 yielded $73.1 Billion and is expected to multi-fold to a $300 Billion in 2020 by NASSCOM. The Indian IT Industry includes IT/ITES/ IT consulting / IT Applications / IT Infrastructure.
Management / IT System Integration etc. Software development and IT infrastructure outsourcing is the major of development in the recent years. Subject matters expect workings on mission critical transformation project are significance for the business growth.

IT companies in India have adopted unique approach or can be called as best practice to retain employee. Open management, sharing knowledge, suggestion for HR practice, respecting employees and right job to right people are major common practice.

Individual self-development programs and soft skills trainings are widely followed across many organization. Now organizations are working towards conducting behavioral based training for different level of employees’ across the organization to handle better relationship ship with stakeholders for the high customer satisfaction which in turn increase the business relation in many aspects for successful business.
The figure above shows the NASSCOM forecast for IT; IT enabled products and services for 2020 the IT services and Domestic market will experience rapid growth in the business in 2020.

- IT services as of today is at 44 Billion dollars and is expected to rise to 80 billion dollars.
- Business processing as of today is at 18 Billion dollars and is soon expected to be at 45 billion dollars.
- Engineering research and development as of today is $ 13 Billion and is soon expected to be at $ 40 billion.
- Captive technology centers are at $15 billion today, whereas they can be expected to rise up to 28 billion dollars.
- Software products are at $1.5 billion, whereas it is forecast to be at $ 10 billion.
- IT Domestic markets are at $ 20 billion, whereas it is forecast to be at $ 75 billion.
- Considerably in all the fields the growth is expected more than 100%.
1.6 Organization’s Success

The organization’s success depends on clear vision and objectives. The translation of Organization vision by work task for various business units and individuals to achieve the organization goals is very important. Right strategy with appropriate leadership style used to obtain the great success otherwise the objective and the outcome varies. End of the day, the Success of the Organization is drive by employees’ at various level. Employee attitude and behavior plays a vital roles in organization Success. The outcome varies depends on various skill levels and experience but the consistency only derived based on Employee attitude. If positive employee attitude is maintain across the board. Employee Performance derives

To gear up Job performance or satisfaction of any employee is depends on his/her attitude. Building a Positive employee attitude across the board is not an easiest task. Building Positive environment, it requires to identify the ongoing employee disengagement and build a positive work atmosphere to trigger the positive thought process.
Three gears as you can see in the illustration given above. As you can see, employee attitude is crucial for an organization’s success; all the gears can be aligned properly by the following Industry standards:

- Process & Policy set by the organization
- People knowledge on attitude and commitment
- Tools available to perform the work

The Success of an organization is on the higher side and is consistent if the objectives are focused by every individuals in organization with proper governance. The Effective Support and services can be delivered to customers if the objectives are well defined. Processes and polices well derived with the right set of people who possess a positive attitude brings seamless organizational growth.

Employee performance and satisfaction in an IT Organization is generally based on:

- Clear direction to employee on the company objectives
- Motivation and support on employee performance
- Appropriate leadership style with good managerial relationship
- Clear development plan and action for career progression
- Positive work environment

Employees’ satisfaction varies based on each individual due to their uniqueness. Majorly employee satisfaction or performance is finally due to Employee attitude. If we are able to find out the factors that influence an employee’s work, it is pretty much easier to address the issue. Employee attitude is influenced by either one or all of the factors mentioned in the study and it largely hinges upon individuals’ maturity and perception. If the employees’ attitude is positive and consistent, the organization success is guaranteed.
1.7 Objectives of the study

The Objective of the study is to analyze and understand the various factors influencing employee attitude and behavior and their connection to their job performance and satisfaction with reference to IT organization. Below are objectives of the study:

- To determine attitude and behavior relationship of individuals
- To determine relationship between employee job performance and satisfaction
- To find out whether extrinsic and intrinsic job rewards and motivation drive job satisfaction of employees
- To find out why employees stay or leave the organization and what are most satisfying and dissatisfying events in a given job
- To identify whether Age, Gender, Qualification and Experience have influence on job performance and satisfaction
- To determine various factors influences employees’ attitude and behavior
- To determine Employee attitude and its linkage to Job performance and satisfaction

It is proved that there is strong affiliation between employee attitude and behavior, job performance and satisfaction is addressed in the many research problems which have been highlighted in literature. However to assess the validity of attitude, behavior, job performance and satisfaction relationship in IT organization working environment is aimed for the study.

This research consists of literature review related to the study, research methodology used in the research help to derive the analysis output more precisely. The results, discussions, conclusions derived based on the analysis output to addressing the problem statement. This study, provide suggestions and various commendations for further research zones.

Literature review covered in this study evaluates discussions, results and conclusions about the objective. Depending upon the factors at workplace and circumstances the attitude of the employees changes. The following description about attitude of employees will give more clarity on understands the employee behavioral.

In Industrial psychology the job satisfaction is one of the most popular studies for many decades. Since the Hawthorne, (1939) stated that the appearance of HR movement and importance along with Employee Job attitude and engagement
Judge, Thoresen, Bono and Patton, (2001). Still there are many areas requires further deep research on employee attitude and related subjected on Job satisfaction and few of the important

- What is really originates job satisfaction why that is not consistent?
- What characteristics will influence the satisfaction level?
- Causes of this emotional state which basically influences the Job performance and satisfaction?
- What activates the employee commitment and engagement to have optimum job performance?

1.8 Background of the study

There are various researches has done on employee Attitude and Behavior based on the background and the environment which they grownup. The are many factors impacts the employee attitude and behavior, without identifying the cause and the actual factor implementing the various solutions will lead to the employee poor performance and dissatisfaction. It is difficult to identify the influencing factors, there is no proper tool are strategy in place. This study will help to derive an outline of most influencing factors by high level categorization in turn which provide an insight of the factors little deep.

The basic prospect of organizational process is people management. This is related to company human resources management. A well-organized company believes average employees as basic output. The priority was given to encourage the employees in the organization with proper assistance on their job description and assurance the growth path based on performance. Human resource management basically encourages the individual to perform better for the optimum outcome with high job satisfaction. Which intern results in the organization turnovers.

According to Hill and Wiens-Tuers (2002) the strategy of commitments are done for the motivation of job to satisfy the employees. The motivation has close relation with Job satisfaction as this leads to organization growth. And other perspectives came out giving special significance to the training and skill expansion of employees. Uninterrupted
organizational learning was underlying principle enforced by (Woodruffe 2000). Human resource management aims at development in quality employment life in the organization (Champion Hughes 2001) wages, employee welfares, and further development on employee career related to motivation and job satisfaction to improve the employee commitment in the organizational

These are the best commitments with in industries as the company decides its human resource strategy to meet its necessity and objectives. According to the context of individual firm the dedications regarding work are done for motivation and job satisfaction to develop organization. In few pharmaceuticals limited, the human resource strategies are set based on the in-depth study. The background of the study, even many researches have been done on employee Attitude, Behavior, Job performance and satisfaction. Still it is larger pain area in many industries and more visibility in the IT organization due to the work culture and commitments in the demanding and competitive market status. Today industry is more on Task oriented rather the people oriented. Due to stress at work the employee will faces various problem physically and psychologically.
1.9 Purpose of the study

Human resources management is crucial business unit in any organization due to its deal with people. Organization Behavior is important area to concentrate for organization effectiveness. Handling people is a toughest task, if not understand the dynamics and impacts of employee attitude and behavior. It is doesn’t matter, what kind of business it is, if you know how to deal with various people with the different demographics variables like Ages, gender, years of experience, compensation, then it is easiest to manage people. No Business can run without people. It’s all about the people. In any business model people will be either seller or buyer. The purpose of the study is to concentrate the impacts on employee attitude and behavior and its find out whether the outcome is optimum or not. The most influencing factors which linkage to employee job performance and satisfaction has to be identified in a timely manner, which help employees’ to overcome the situation to improve the personal and organization growth.

- Identifying the factors that influence employee’s Attitude and behavior in a work place, and create a positive employee attitude and behavior for high job performance and satisfaction.
- Analyze the degree of impact on various factors to a pay attention in the better way to improve the outcome.
- Understand the core relationship between the various attributes.
- Understand the relation between job performance and satisfaction.
- Analyze the attitude and behavior linkages to job performance and satisfaction.
- Determine the most influencing factor on employee attitude and behavior.

Today we have many controls in place to make this people management more effective. But at times, there are cases where we are seeing few failures and challenges on managing people reason unable to identify the real cause and remediate from the problem.

The Attitude reflects the impacts in both official and personal life. In this study we planning to find the factors influence the Employee attitude which linkages to the employee job performance and satisfaction in the Organization. The Successful organization is not just
making a profit alone, the objective of the study to ride the business in a fully optimized manner considering the efficient service (which is basically the employee performance), employee satisfaction and customer satisfaction.

1.10 Significance of the Study

Apart from common scopes, this study is significance on the following events.

- To find job satisfaction level of employees based on different demographic variable like age, gender, qualification and years of experience
- To Identify performance level of the employee
- Dissatisfying areas can been identified using this study
- It is done for the welfare of the employee job performance and satisfaction
- Managerial decisions of a company can be done based on this study
- Core factors affecting job performance and satisfaction can be identified and addressed better.
1.11 Conceptual framework of Job performance and satisfaction

**Figure 9**
The Five Factor Model of JPJS

The conceptual framework illustrated above depicts that employee attitude and behavior do have an impact from various factors which linkage to job performance and satisfaction. The factors influencing the employee attitude depend on the degree of impact caused by each factor.

- Psychological factors
- Situational factors
- Family factors
- Work factors
- Physiological factors

If the impact caused by the aforementioned five factors is either negligible or low, Job performance and satisfaction of the employee will be optimum. Higher the impact caused by one or any of these five factors, the lower will be one’s job performance and satisfaction.
The impact of various factors on an individual depends on the attitude and behavior of the individual. In an organization, it is common that almost every employee is impacted by the above mentioned factors which have an effect on their outcome. The objective of the model is to identify the factors that influence employees on their job performance and satisfaction. The best approach would be to address the issue by improving employee engagement in order to have optimum job performance and satisfaction. A Subject Matter Expert (SME) would deal with the employees by counseling them and addressing their concerns in regards to the factors that the employees are most influenced, in order to improve employees’ morale and their job performance and satisfaction. The organization should train the reporting manager and human resources team to handle employees with hyper care and address the impact of these factors carefully with a mind to create a positive environment at the workplace.

In any organization, the job performance and satisfaction plays a versatile concept that can represent several things to several people. Job satisfaction is primarily based on one’s motivation; however, there are other attributes exists as well that influence job satisfaction. Job satisfaction is all about employee attitude, which basically stems from several backgrounds such as one’s belief system and values. Job satisfaction is always linked with internal feelings of achievements in both quantitative and qualitative manners (Mullins, 2005).

There are many factors which influence employee attitude and behavior. Attitude is a crucial element for growth and development of any individual. Attitude of the employee can be influenced by behavior and vice-versa.

Job dis-satisfaction of an individual is the emotional state so that has to be identify carefully with the help of ABC model and other techniques to in force the desired behavior for the optimum performance and satisfaction.
The above Figure illustrates the 5Es is an approach to shift the employee attitude and behavior. In the conceptual framework various factors influencing employee attitude and behavior. The Star mention the import attribute for the employee satisfaction.

Empower employee by removing barriers to perform their work, provided give required Information to handle the situation independently.

- Provide adequate facilities to make and feel comfortable
- Mentor and empower the employee skills to perform well
- Provide viable alternatives to grow them professionally

Engross – Engrossing employee in an organization makes them work by own instead of external forces every time. Build relationship and understand the employee attitude and behavior to engage them as a team, more on communication action.

Epitomize – Use appropriate leadership style for effective engagement and being a model to the team. Team reflects the manager behavior to some extent.
Encourage employee by nominating for rewards and recognition program. Mentor and coach the team to single objective towards organization success.

Envisage is the stage where managers can predict the employee attitude. Based on observing the pattern of behavior. If the desired behavior is not to the optimum and start focus on the other four approaches to improve the overall situation.

The 5 elements which as discussed here is more on an approach to change the Employee attitude and focus to understand and increase the percentage of desired behavior. When it comes to group, the development is crucial for the organization success. Group effectiveness not happen over the night, Group undergo Different stage and sequence, the timelines vary based on the individuals in the groups and their current Cohesiveness levels.

During forming stage, manager establish and explain the clear objectives to the individual and team. This is first stage of the group development where employee knows about the

During Storming stage the manager establish process, procedure and structures. Build team with positive good relationship and trust between the staffs in the group and extend the same behavior across the team for smooth delivery. Supporting Staff completely to make them feel secure and comfortable at work. Which encourage them to concentrate on work, which helps individual to understand why problems occurring.

Norming is the right stage or time to build the strong team and induce the actual tem build process. Team work create magic and the goals will be achieve within the deadline, by which every individuals work towards the common goal. When the team morale is high the productivity and satisfaction to the optimum level.
In Performing stage is almost individuals in the team in good enough to perform the task independently. Manager has to delegate projects and have high level touch as possible. The employee get the freeness, and have confidence on his ability, his performance is optimum.

Next stage is adjourning which is nothing but celebrate the milestones achieved. Recognizing the team efforts and contribution is right time to motivate.

There is a chance of disintegrating happens at this stage. If the recognition are not at satisfactory level or if the opportunity get less to the employee potential. Managers have very critical time to engage them continuously to prove the abilities to achieve more milestones. To have high satisfaction to continue his/her performance at the higher side.

The objective of the conceptual framework presented in the study help to find the various factors influencing Employee attitude and behavior. Employee attitude play berry crucial role in organization success. Find the possible cause and shift the employee attitude from undesired behavior to desired behavior to improve the job performance and satisfaction to the optimum level. This approach enable the employee to work on their own by understanding the organizational objectives and be committed to the work, maintain positive work culture to have high productivity. Other than the employee productivity employee will be more creative and innovate to be compete enough to face the Industry growth.