LITERATURE REVIEW
1.1 Attitude and Behavior

The first investigation of the relationship between behavior and attitude began with the assumption that attitude and behavior were two different aspects and each aspect had very little role to play. However, the second study scientifically measured and proved that the attitude of a person guides the disposition of his or her behavior (Corey, 1937).

Figure 1:

Attitude & Behavior

Attitude and behavior influence each other. It’s a cyclic affect that attitude influences behavior and vice versa, It is a two-way street and is a cyclic process. When the attitude and behavior align in a positive way, individual will be able to achieve their goals based on their desires. Most of the time attitude and behavior of one person influences the attitude and behavior of another person. This happens to a person either he or she is by subconsciously being influenced by a person’s qualities and traits or by observing one's behavioral traits on how one handles a typical situations or events in over a period of time.
Attitude

Attitude can be positive, negative, or a mixed reaction to a person, an object or an idea (Brehm et al., 2002; p. 179) psychological tendency that is expressed by assessing a specific entity with few degree of favor or disfavor (Eagly and Chaiken, 1993; p. 1). Therefore, attitude can be considered as an evaluative reaction to a conception. According to Brehm et al (2002) attitudes towards a conception might be mixed and not need to be fully consistent within the individual. The earlier researchers accepted that the individual attitude is determined by the social attitudes where social psychology scientifically analyses and examines the attitude (Thomas & Znaniecki, 1918 et al.).

Behavior

There have been many detailed researches carried out in the past on behavior. Behavior is the performance elucidated by a person for any activity that he/she carries out, a constraint in an organization can create work related stress that perhaps can be seen in the behavior displayed or shown by the person. (Johns, 1991; Staw, 1984). Sometimes when the performance of an employee is not up to the expected level of the organization, it could be because the employee is dissatisfied at work due to the nature of the job or due to a personal situation which may be unfavorable. In such cases, in order to help them to be more productive to the organization.
1.2 Theories pertaining to Attitude

Based on employees’ attitude, the job satisfaction level from employee to employee may vary. Various attributes which influence job satisfaction levels of an employee are shown below:

- Dispositional influence
- Cultural influence
- Work situation influence

Dispositional Influences:

Influences of an individual disposition on job satisfaction have been examined and shown in numerous innovative researches. Among them, Staw & Ross (1985) disposition study is the first one. It demonstrated that the job satisfaction level of an employee’s stability remains consistent over a period of time even when he or she changes job. As stated in another study, ‘childhood satisfaction is more than of an adult satisfaction, particularly above the age limit of 38 years’ said by Staw, Bell, & Clausen in 1986. Many evidences specify that two identical persons will not have the same level of satisfaction. Even after these literatures have some critics, still it continues to prove that the level of satisfaction between two employees differ especially in terms of disposition or temperament (e.g., Davis-Blake & Pfeffer, 1989). In spite of having several contributions on the level of job satisfaction, one single drawback continues to exist. The study does not give complete details on the disposition and how it affects the level of job satisfaction. Therefore, researchers must investigate deeply about the psychological factors that affect the disposition factor that in turn affects job satisfaction. For instance, Weiss and Cropanzano (1996) suggested that disposition factors might affect individuals who are either emotional at work or are more sensitive to variety of situations at the workplace. This might directly affect the level of job satisfaction. Similarly, Brief (1998) and Mo-towidlo (1996) have attempted many times to explain briefly the relationship that exists between disposition and job satisfaction.
Cultural Influences

Cultural influences on employees’ attitude are the social influence based on the cultural background of an individual’s attitude, behavior, performance and satisfaction. Culturally people from different states, countries, or ethnicity will behave differently. Therefore, the influence that is forced onto a person depending on his or her societal culture is called as cultural influence.

As said by Erez, House, Triandis, (1994 & 95) globalization has posed new challenges to organizations and to human resource practitioners considering the employee around the world. Cross-cultural organizations and human resources can assist them by providing them with a better understanding that is a by-product of following industries’ best practices. A study was conducted by Hofstede (1980, 1985) among 67 samples obtained, on cross-cultural work regarding employee attitude. Based on the outcome of the research, the data obtained was grouped into four major dimensions, which are as follows:
- Individualism-collectivism
- Uncertainty or avoidance versus risk taking
- Power distance, or the extent to which power is unequally distributed
- Masculinity/femininity, more recently called achievement orientation

For example, the United States is low on both uncertainty avoidance and distance but high on individualism. On the other hand, Mexico is high on uncertainty avoidance and high on power distance and high as well on collectivism.

**Work Situational Influences**

If an employee works and contributes with efforts drawn from one’s internal force, then he or she is expected to perform voluntarily at a higher level which in turn will increase the productivity through effective commitment and attachment to the organization (Smith, 1932). The work situation plays a vital role in influencing attitude and behavior; if a positive work environment is constructed, it is expected to yield a positive influence on the employees’ and thereby expected to show a positive attitude and behavior, which helps them to be more effective and efficient and this in turn shows better performance and satisfaction in the organization. Attitudes will be distinct to explicit behaviors will be closely related to actions (Wicker, 1960).

Organization behavior refers to an individual’s attitude and group behavior in organization; it also alludes to how employees’ feel about the compensation and their commitment in the organization.
Employee behavior is nothing but the action based on the feelings, which in turn reinforces feelings, whereas, thoughts are expressed by feelings. Its cyclic relationship amongst these three major components is called as behavior cycle. The employee attitude is an intangible component, whereas employee behavior is tangible which is observed as an action towards the work.

**Employee thoughts** are all about how they perceive their work. Positive thoughts always create confidence in their ability; on the contrary, thoughts with negative perceptions always makes them feel bad and lowers their confidence eventually leading them to develop internal excuses/blame for their behavior.

**Employee Feelings** is what the employee feels about the work he or she perceives. Negative thoughts such as thoughts of being overloaded, feelings of being unfit and feelings of insecurity pave way to depression or anxiety. These negative feelings are sometimes
expressed as anger on themselves or with others; some of the examples of positive feeling are Joy, excitement, happiness etc.

**Employee Behavior** is the outcome that is seen displayed as an action that varies, based on the thoughts and feelings that an employee undergoes on the continuous work.

Awareness, skills, knowledge and mindsets are the attributes of behavior development.

**Motivation**

As per Ryan and Deci, (2009) has explained the difference between the Intrinsic and extrinsic motivation when to these motivation and the consequences of one again the other. Intrinsic is happens internal which actually provides self-satisfaction. The extrinsic motivation is outside. Both are separate range, individual can be any of the following

- High in Intrinsic and low in extrinsic
- Low in Intrinsic and high in extrinsic
- Low in Intrinsic and low in extrinsic
- High in Intrinsic and high in extrinsic

Motivation is an important to every individual in his/her life, without Motivation nothing moving forward in the life. Individual should understand and find which make more interests and keep them to go further in the life to achieve their desire and goals.

To achieve a goal the individual should requires ability to persist through that what they require or what satisfy them, so they could motivate by themselves internally which allow them to cross various obstacles with patience till reach the result.

- Motivation of any Individuals it could be internal or external, intrinsic or extrinsic
- The quality of efforts put on consistently to achieve the goals in spite of a excusing or quitting
- Different behaviors observed or result if the individual is motivated extrinsic.
- Employee performing well because they want to get a good rating,
Completing the work before the deadline to avoid being scolded by his/her supervisors.

Contribute and put lot of efforts in order to win awards

Competing with the employee on work in order to gain promotion.

In each of these examples, the behavior is motivated by a desire to gain a reward or avoid a negative outcome.

Examples of behaviors that are the result of intrinsic motivation include:

- Employee participate in a new project, because they find the activity enjoyable
- Resolving a Major technical issue because Individual find the specific work is challenge, fun and interesting
- Negotiate deals competitive because if he/she you find it exciting and interesting to meet lot of people and learn business strategy.

Everyone need Motivation, which forces the individual to move towards the goal. Motivation (motives) are basically individuals needs or wants which drive he or she internally to which helps to direct individual to achieve the goal as per Hersey (1977).
1.3 Theories pertaining to Behavior

Ivancevich and Matteson (1996), “individual performance is the foundation of organizational performance.” Koehler (1988) advises that “it should never be overlooked that the lifeline and energy of organizations are lodged within individuals.” Another researcher Chelladurai stated that “the management of human resources becomes very critical because only people implement organizational policies and procedures. Further, money and materials will become resources only when people use them effectively in the production of goods and services.” In difficult times, employees are expected to work for less. During those tough times, it is absolutely necessary for the organization to watch out for critical behaviors that are expressed by employees and ignore on the invalid concerns and take necessary actions appropriately by Paton, 1987; Slack, (1997).

As a conclusion, according to Wicker, it did not come as a surprise to sociologists who had questioned the importance of personal dispositions and had emphasized alternatively that social context and norms as determinants of human activity (De Fleur & Westie, 1958; Deutscher, 1969; LaPiere, 1934). It did, yet, break the complacency of lots of psychologists, who like Gordon Allport (1968), believed attitude to be the most typical and essential conception in contemporary American social psychology. Maintaining their faith in the predictive validity of attitudes, these authors reacted on Wicker’s conclusions by tendering possible explanations for the discovered incompatibilities. A few researchers came to the defense of attitude conception by questioning the relevance of some of the most often mentioned experiments or the representative of the sample of analysis included in Wicker’s reassessment. For instance, Dillehay (1973) indicated that LaPiere’s (1934) examine on adoption of a Chinese couple and other similar analysis (e.g., Kutner, Wilkins, & Yarrow, 1952) broke down to properly handle attitude and behavior relation because an individual executing the behavior might not have been the same person who rendered the verbal attitude measure.
1.4 Personality Theories

Personality related studies will be helpful to identify individuals’ personality traits. Everyone has a different behavior and that differentiates one from another (Beer & Brooks, 2011). In the personality behavior model the traits that are relevant to personality is considered to be stable and steady in the life. (Denissen and Gerber, 2011; Myers, 1998). According to Hogan and Shelton (2006) in the personality theory the discussion and analysis are around the similarities and the variances of a person. The similarities and variance is described below

<table>
<thead>
<tr>
<th>Similarities</th>
<th>Variance</th>
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<tbody>
<tr>
<td>Prediction of performance</td>
<td>Measure of performance</td>
</tr>
<tr>
<td>Prediction of behavior</td>
<td>Measure of behavior</td>
</tr>
<tr>
<td>Collective attributes of human nature</td>
<td>Collective measure of human nature</td>
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</tbody>
</table>

Expert says individual who has demonstrated a stable trait will show a positive impact of behavior at workplace (Denissen et al., 2011; Gerber et al., 2011), the research study around personality suggest that personality technique is the effective tool that predicts job performance (Ozer & Benet-Martinez, 2006; Schulman, 2011), the personality technique is adapted at the time of personnel selection procedure (Barrick & Mount, 2000).

The research on OB (organization behavior) has pulled attention on the study of personality as it directly creates an impact on organizational outcomes. Latest studies illustrate that personality effects the individuals at workplace (Chen, 2004; Schneider et al., 1998; Judge & Cable, 1997; Barrick et al., 2003) and plays a significant role to select the situation in which individuals decide to stay in.
In this literature there are some personality and key theories as follows:

- Psychoanalytic theories
- Humanistic theories
- Biological theories
- Cognitive theories
- Trait theories - MBTI

Trait theory is important personality theory considering the above mention theory which captures salient features and which generates high tendency to go ahead with certain behaviors.

The Traits highlight the below mentioned important areas to show individual’s variances in a trend to build up certain constraints as

- Feelings,
- Thoughts
- Actions.

These theories would discuss personality traits argued that an ones’ behavior can be explained only on the basis of some specific personality traits. Then again, there are some confusions and suspicions regarding the development of personality trait theory.

In reality there may be 100 plus factors closely relevant to personalities which are under process of exploration. The large number would make researchers in getting on with unmanageable findings. There are many cases like this in which each one carrying out same message or statement but having dissimilar meanings.

For the present research, however, big five personality theory is considered as a suitable theory based on its significance to the topic. This model has also been considered and greatly recognized and widely known as five model theory of personality model.
Basically these are the dimension of personality and every individual would fall under the combination of any of these characteristics.

**Extroversion**

Socialize more with the society compared to introversion and the ones’ enthusiasm level vary while performing any task. The ones’ who has this charter are more open and like to take challenging task. Enthusiasm level will keep the team active and inspires lot. Also catch attraction of other individuals.

**Agreeableness**
The ones’ who have this character are more friendly and kindness on their intervention with people around them. This characteristic will helps on healthy peer and manager relationship. This characteristic will help the efficient team work.

**Conscientiousness**

Employees handling the work carefully considering the company policy. Who play attention and being loyal to the organization on maintaining the confidentiality.

**Neutralism**

The calmness and tranquility of an individual’s helps to concentrate on their career or organization goals more effectively and efficiently.

**Openness on experience**

The creative ideas and innovation is rare assets of individuals’ when the mind is free and open thought flow will be optimum. This quality of characteristic helps the organization growth drastically.

The Myers Briggs Type indicator is most popular personality model in the world which helps individuals to understand about themselves and others. Basically help to match their related personality types. This method derived 16 different combination based on the four independent preferences, and with the each independent preferences have 2 more scales
Figure 5

16 personality Models

<table>
<thead>
<tr>
<th>Extroversion</th>
<th>More interested in the external world of and things, maximum interaction with society</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introversion</td>
<td>Interested more in the internal world of ideas and concepts, not much interaction with society</td>
</tr>
<tr>
<td>Sensing</td>
<td>Person with this preference are inclined to use practical fact.</td>
</tr>
<tr>
<td>Intuition</td>
<td>Values inspiration, emphasizes concepts, theories, relationships and possibilities</td>
</tr>
<tr>
<td>Thinking</td>
<td>Thinkers are very logical, not emotional, hard workers</td>
</tr>
<tr>
<td>Feeling</td>
<td>Feelers are sensitive, focus on their core values.</td>
</tr>
<tr>
<td>Judging</td>
<td>Judgers may view perceivers as wishy-washy procrastinators</td>
</tr>
<tr>
<td>Perceiving</td>
<td>Focus on process, be open to new information.</td>
</tr>
<tr>
<td>Sensors</td>
<td>Sensors talk about big picture, possibilities, analogies before talking about details</td>
</tr>
<tr>
<td>Intuitives</td>
<td>Focus on practical application</td>
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</tbody>
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<tr>
<th>NF</th>
<th>NT</th>
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<tbody>
<tr>
<td>Valuing</td>
<td>Visioning</td>
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<tr>
<td>Manifesting universal values and valuing people</td>
<td>Pulling people with ideas to an optimistic future</td>
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<tr>
<th>Personal</th>
<th>Logical</th>
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<tr>
<td>SF</td>
<td>ST</td>
</tr>
<tr>
<td>Relating</td>
<td>Present</td>
</tr>
<tr>
<td>Creating and building trustworthiness</td>
<td>Action from a strategic perspective</td>
</tr>
</tbody>
</table>

- ENFJ Teacher
- INFJ Counselor
- INTJ Mastermind
- ENTJ Field Marshal
- ENFP Champion
- INFP Healer
- INTP Architect
- ENTP Inventor
- ESFP Performer
- ISFP Composer
- ISTP Operator
- ESTP Promoter
- ESFJ Provider
- ISFJ Protector
- ISTJ Inspector
- ESTJ Supervisor
- How we are energized – E/I
- How we gather information – S/N
- How we approach life and decides – T/N
- How we make decision – J/P

Figure 6

![Culture Influences on personality](image)
1.5 Motivational Theories

The word motivation has derived from a Latin word and it represents as psychological process that would be a cause for a direction, and determination of voluntary activities which are goal oriented. Motivation is defined as the “willingness to exert high level of efforts towards organizational goals, conditioned by the effort’s ability to satisfy individual need. A need in this context is an internal state that makes certain outcomes appears attractive. An unsatisfied need creates tension that stimulates drives within the individual.

Motivation is powerful driver which basically comes from individuals’ belief system. Someone cannot just motivate others, but it is possible to inspire them to motivate themselves. And motivation can be internal or external.

- Need theories
- Equity theory
- Expectancy theory
1.5.1 Need Theories of Motivation

The theory of need has many other internal factors. Need can be strong or weak, which are mainly influenced through environmental factors, therefore the need of human varies based on time and place.

Figure 7

Motivation Theory

The Maslow Hierarchy model helps individuals to set goals either personal or official. Reaching a top triangle of Self-actualization in the todays’ stressed life is very difficult; individuals are stuck with the basic needs and psychological needs due lack of planning to achieve goals.

This method suggests the Physiological needs and has developed to have exact life balance, understanding each needs. It does not that individuals reach the self-fulfillments level need not to worry about the lower needs like Psychological needs or basic needs. These needs are mandatory to reach before the self-fulfillment and these needs to continue after reaching the Self-actualization.
1.5.2 Equity Theory

Figure 8:
Equity Theory

**What I put into the job**
- Time
- Efforts
- Flexibility
- Reliability
- Commitment
- Loyalty

**What I get from job**
- Pay
- Job security
- Recognition
- Reputation
- Responsibility
- Enjoyment

Employees deliver or contribute lot towards the work;

- Additional hours to complete the task before the deadlines
- Additional efforts for optimum result and compare with previous targets.
- Ability
- Commitment for the deadlines
- Flexibility on work and time
- Consistency on availability
- Loyalty to the company
Employee expectation based on the input

- Pay and benefits
- Recognition
- Reputation
- Responsibility

In this study the equity theory help to compare that what happening with the employee. The Job satisfaction and job performance have strong correlation. Impact on any one of that will directly impact the other. In general employee get demotivated if the outcome were comparatively less than other than college whenever the equal amount or more efforts has been spend by his/her towards the job.

Equity theory is basically to access the employee motivation in the organization. Which Evaluate the inputs and compare the Outputs is balanced or not. There are three situation,

- Input is less and the output is more, in this case, if the employee feel their productivity is low but the returns are comparatively high to the input. In this situation employee spend more hours on work and bring difference in the work to match to the returns he/she get from their job.

- Input is balanced whereas the input invested matches to the output received. Employee feels they got fairly treated and paid well etc. And it matches to the efforts spend.

- Input is more, but not received the matching output as per the expectation (Example spend lot of efforts but not received recognition, pay, promotion etc.. which will cause job dissatisfaction
• Final and important thing employee start compare with others. This is very tricky and
difficult part for the employer, so that is why they maintain some secrets on payouts.
Manager has to handle this situation diplomatically.

Two way the imbalance can be addressed, either by decreasing the input the employee
invested or increase the output what they received. Input could be anything as mention in the
Left-hand side of the picture and Output as mentioned right hand side of the picture.

Organization has to monitor, there is lot of underlying assumption going that why not
employee performing as expected or when there is in the difference in outcome from different
individuals. Actually we need to see the employee behavior and need to find the relationship
on input versus output and to find why the employee not putting efforts as expected.
1.5.3 Expectancy Theory

Figure 9:
Expectancy Theory

Vroom’s VIE Expectancy Theory

Expectancy - Belief that if I try hard I can do better
Instrumentality - Belief that if I do better, I get a better reward
Valence - Value of the outcome to the person vs indifference or aversion

Self Concept
Self Efficacy
Locus of Control
- traits
- competencies
- values

Environmental Supports
- peer and subordinate support
- quality of materials & equipment
- availability of pertinent information
- previous success at task
- Role Specific Identities

Expectancy theory is Psychological process by which individual make decision or choices on alternative methods in various situations depends on the needs. Example how employees make choices or selection based on assessments on the calculated expected results of a certain behavior or matches up with or eventually leads the expected results.

There are lot theories on one’s motivation, it tuff to master them all. Let’s talk about one of them which called expectancy theory of motivation by Vroom (1964) it can be also called as process theory. This theory describes why person choose one behavioral preference over other. Individual will be motivated as they trust that their choice will lead to their preferred result. In essence, the motivation of the behavior choice is resolute by the desirability of the result.

The first component of the theory is expectancy, Individual belief is that if I work hard i can do better. Example if an employee assigned to a critical project, the individual believe that if he extend the efforts to complete the Project before the time line, would increase the result, in this case it could be rating on yearly performance.
The instrumental component is something other than objective of just increasing the performance, it’s very specific where he/she want to be. It’s an individual wish where they want to be. For example if the employee target for a rating, so the belief is that work hard could able to get the desired result. But not always, due to the numeric spectrum that individual to lie on, but oblivious is that, whether it going to lead on to the desired result.

Final component is valence. Organization has to take a deeper look on rewarding strategy, in case of taking one reward system and apply to everyone may or may not be a desirable results for individual. In that cases the individual is not motivated enough to spend more efforts to increase the performance Example for someone money is not such important compare to the other result.

To improve wise the motivation managers has to have an open discuss with the employee to understand their needs and expectation. Plan rewards system align to have consistent outcome.

Theory is about the psychological processes about select, or selecting. Theory clarifies the processes that a person experiences to make selections.

We can give lot examples of day to day for this theory; let’s take example of kids who study hard before exams with thinking about they study harder then they will get good score. In general a person or individual always choose their behavioral option based on the desired result kept in mind. Every employee has its own unique goals and can be motivated if he believes promising work will outcome in a needed compensation and this compensation will take care his important requirements.
1.6 Behavioral Factors

Adequate authority: Giving more freedom to employees in their respective job role to increase job satisfaction.

Salary: As a reward to the work performed employees accept salary. The material things play a vital role in job satisfaction as money meets up the luxury needs and also their requirements.

Supervisors: As part of job satisfaction, supervisors play major role for employees’ success. Direct them to complete the assigned work in given time and also assess them in terms of not only work but also on their behavioral factors.

1.7 Relationship between Attitude and Behavior

Individual attitude can be predicted depending on a situation how they behave or react. Rosenberg & Hovland’s in 1960 revealed a model and which is called the ABC model.

- A: affective
- B: behavioral
- C: cognitive

Which means that behavioral component would not get match with neither cognitive nor its affective components. Affective is emotion or feeling. Cognitive is nothing but how we perceive, Behavioral is an action on positive or negative.

ABC model describe the three component of attitude. To understand these components and how they affect attitude with small example, assume John has an arachnophobia (a phobia of spiders),

Let’s start with first component called affective. It relates to emotional reply individual has towards an attitude object. In above given example spider is an attitude object. Whenever
John come across or thinks about the spider. He gets very uncomfortable and fear. In general attitude which raised by emotion called as an affective based attitude.

Second one is behavioral component. It called the manner in which individual acts and its visible to an attitude object. Again will go back to John example lets expose him to spider. If he get exposed to spider he will get fear and nervousness which are affective-based component of attitude, then probably he may shout and cry which are depends on behavior. This second component of attitude called behavior.

Finally the last one called cognitive. It can be called as individual’s views or belief on attitude object. Let’s remember John again, why he always afraid of spider and fears when he watch a spider? What he think about spider? Probably he believes that all spiders are poisonous and can kill a human. Apart from emotional and physical responses of his on spider there is also third component of attitude present. This one is called cognitive component.

**Influence on Behavior**

Our action to a particular situation determines our behavior and it’s based on immediate consequence which is visible on the ground. People will evaluate based on our behavioral action which we show them and they always interpret our action rather than decoding the thought. There are numerous situations which one faces on a daily basis and these situations elicits the behavior as a response to that particular situation in real time (LaPiere 1930)

### 1.8 Compatibility between Attitude and Behavior

Attitude can be expressed in many ways; let’s consider an example here, having a positive affinity towards a political party doesn’t mean one should attain party membership but his/her attitude is doubted when the fundamental right to vote is not exercised. So the attitude should be in your behavior is what is called as the compatibility between attitude and behavior. Azjen & Fishbein (1977) argues that if attitude and behavior are assessed at the same level then behavior can be predicted.
Davidson and Jaccard (1979) argue that behavior can be predicted if right questions are asked. Analyse correlation study between married women's attitudes towards birth control and their actual use of oral contraceptives. According to Ajzen and Fishbein, every single instance of behavior involves four specific elements:

- A specific action
- The action performed with respect to a given target
- The action in a given context
- At a given point in time

According to the principle of compatibility, measures of attitude and behavior are compatible to the extent that the target, action, context and time element are assessed at identical levels of generality or specificity (Ajzen, 1988).

1.9 Job Performance and Satisfaction.

Job satisfaction refers to “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969, p. 316). Brief (1998) defined job satisfaction as a personal state that is demonstrated by affectively and cognitively evaluating an encountered job with some extent of like or dislike (Whitman, Rooy, and Viswesvaran, 2010).

Experiencing a job can be a neutral, positive or negative experience or a combination of any of these. For example when employees’ takes part in training, the experience that employees’ gets out of the training can be anyone as mentioned in the beginning; if this event has created a positive experience then this will be shown immediately on the work ground which will enhance their job performance.

As per Ivancevih & Donnelly (1991), the rewards are widely categorized into two groups,

I. The intrinsic rewards
II. The extrinsic rewards.
As stated by Stoner & Freeman, (1992) the psychological rewards of an individual are referred to intrinsic rewards which is part of the job and its internal, whereas this kind of rewards are directly experienced by the individual and few of the examples below;

i. Liberty
ii. Challenge and responsibility
iii. Achievement
iv. Personal growth

If the rewards are provided by the reporting manager or workgroup are referred as extrinsic rewards referred by Ivancevich & Donnelly, (1991). Few examples are

i. interpersonal relationships
ii. promotions
iii. Compensation
iv. Status and fringe benefits

Based on individuals’ perception, values and attitude, employees’ performance varies significantly. This shows that many attributes influence employees’ job performance. Performance very much depends on perception, values and attitudes. As described by Porter & Lawler (1974), individuals abilities and capabilities along with the domain knowledge invested to complete the work within stipulated timeline indicates and shows the individual performance and we can call it as overall function of a work. Employee’s knowledge or skill levels and capabilities are relatively stable for short term which may drops gradually over the period depends on the effectives of the two reward type which discussed
1.10 Attributes of Job performance

Employees’ job performance is crucial for organization success. Job performance of an individual is depends on the skills and motivation and support from the peers and organization. The effective and efficient outcome of the work is required adequate skills to perform the task in the timely manner. The ability and capability of individuals is directly proportional to the job outcome. The qualification and years of experience in the relevant field provide more confident to employees to perform the job with more confident and in timely fashion. At the same time performance may not be optimum when the individuals’ needs either personal or professional are not addressed properly. No one can motivate individuals directly, but can inspire others to trigger motivation in them to perform the work better.
Job Satisfaction

Employee views and feel about the job mainly drives the job satisfaction, Spector (1997), as per Ellickson and Logsdon (2002), job satisfaction is an extent to which employees like their work. Schermerhorn (1993) described job satisfaction as an affecting response towards different aspects of employees work. According to C.R.Reillly (1991), job satisfaction means where the worker has analysis regarding their job or a normal approach towards work or a job which had been influenced by the observation of one’s own job. According to J.P.Wanus and E.E Lawler (1972) says that job satisfaction is the sum of job facet satisfaction crosswise all facets of a job. Abraham Maslow (1954) recommended that human need a five-level pecking order from physiological requirements, belongingness and love, protection, regard to self-actualization. According to Maslow’s theory, job satisfaction is approached by some researchers from the viewpoint of required fulfilment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985).

Nature of work is not the only reason for employee satisfaction but it also equally depends on what the work provides to an employee, Hussami (2008). Providing lower convenience costs, social and intrinsic rewards will result in job satisfaction,

Compensation is differentiated according to people such as reward, credit and wages, Zobal (1998). In 1990, according to the survey conducted in automobile industry by Kathawala, Moore and Elmuti, Salary is the prime factor for job satisfaction of remunerated employees. The survey attempted to evaluate the different job characteristics and the approach which has been used to grade the employees like motivators and satisfiers, which resulted compensation being ranked at the top for motivation. For maintenance and earnings, compensation is an important assisting tool and also motivator for an employee in assurance with the organization. (Zobal, 1998; Moncarz et al., 2009; Chiu et al., 2002). Compensation works as communicator, while it is given to employee aligned with individual services which explain how much an employee is important for the organization (Zobal, 1998).

When a supervisor is authorized with prospective monitoring power which is used for development orientation, it affects the relationship, lowers the individuals development skills and purpose of being with co-workers, Scandura et al. (2004) whereas a non-supervisory mentor increase the level of confidence by providing an opportunity to access even outside the organization. Supervisor support is very important for any organizational change, even though it is a crucial aspect in satisfying it still needs to be a positive impact on satisfaction.
The finest way of spot rating supervisors is a role model who personally demonstrates proper techniques so that the employee can easily gain the knowledge of how the work has to be done, Chakrabarty et al. (2008). In 2001 J.D. Politis conducted survey analysis with 227 people who have gained the knowledge on acquisition activities for studying the relationship between leadership style and knowledge acquisition attributes. The resultant output is the leadership style which involves human interaction and encouraging, participative and decision-making are connected positively with the skills of essential knowledge acquisition.

As per Friedlander and Margulies (1969) study suggest that management and friendly employee relationships play an important role in job satisfaction; however Herzberg (1966) disagree this result with a view that management is not related to the level of job satisfaction.

Employee’s work place such as, work tools, organization rules and policy are described as an employee’s work situations, Frame (2004). Arnold and Feldman (1996), endorse factors like lighting, airing, noise, hygiene, working hours, temperature, and resources as part of working environment. Working conditions for an employee results in greater physical comfort and expediency. Employee can be affected either physically or mentally in the absence of such working condition, Baron and Greenberg (2003). In 2001, Robbins has supported, that working conditions will effect on job satisfaction, where employee is worried about the comfortable physical work atmosphere. According to Arnold and Feldman (1996) factors like temperature, illumination, airing, cleanliness, sound, work hours, and resources are all component of working environment. Employee may think that poor working environment will result in negative performance as their jobs are both mentally and physically challenged.

Fairness is defined as equal treatment, receiving the same services and benefits as other people by James Brown (2007). However Klesh J. (1979) suggested that Fairness means different things to different people, and the view of whether or not something is fair often depends on the circumstances. Competent employees are essential to the success of any organization. Service quality is an important factor driving satisfaction in the service environment. One school of thought refers to service quality as a global assessment about a service category, a particular organization, PZB (1988). According to Zeithaml & Bitner (2003), it has been argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction. This is because satisfaction derives from various sources, like service encounter satisfaction and overall satisfaction. In other words, a
little satisfaction from each service encounter leads to overall satisfaction with the service. Various studies show that job satisfaction is relevant to co-worker, supervisor behavior, pay, promotion, organizational factors and other work related factors. In some studies, the workers were highly satisfied/ otherwise.

It is the general understanding that job satisfaction is an attitude towards job. In other words, job satisfaction is an affective/ emotional response toward various facets of one’s job. A person with a high level of job satisfaction holds a positive attitude towards his/ her job, whereas a person who is dissatisfied with his/ her job holds negative attitudes about the job.

According to Luthans (1985), quotes a comprehensive definition given by Locke. A pleasurable / positive emotional state results from the appraisal of one’s job or job experience. Job satisfaction is a result of employees’ perception of how well their job provides things which are viewed as important by him. Job satisfaction is also defined as reintegration of affect produced by individual’s perception of fulfilment of his needs in relation to his work and the surrounding it (Saiyaden, 1993). As per Organ & Hammer (1991), pointed out that job satisfaction represents a complex assemblage of cognition, emotion and tendencies.

From the above definitions, it clears that job satisfaction is an unobservable variable. Therefore, there is no definite way of measuring job satisfaction. But there are variety of ways can be identified from the current literature. Questionnaires are used to measure job satisfaction using survey method.

In the questionnaire method, satisfaction measured with the different dimensions/ facets of the job and sum of all satisfactions scores taken as the overall job satisfaction. Almost any job related factor influences a person’s level of job satisfaction/ dissatisfaction. There are a number of factors which influence job satisfaction. The major ones summarized by recalling the dimensions of job satisfaction. They are pay, the work itself, promotions, supervision, workgroup, and working conditions (Luthans 1985).

Further, job satisfaction has significant managerial implications. Workers perform better on their interest which results in high job satisfaction. Conversely, job satisfaction is low, when there are performance problems. It is important to breakdown the analysis into a series of specific set of variables for examining the outcomes of job satisfaction. They are
productivity, turnover, absenteeism and other effects like grievances, accidents, physical and mental health.

The main objective of reward programs is to attract qualified people towards the organization and motivate workers to achieve a high level of performance. Though the rewards are provided by the organization, they are evaluated by the managers to the extent that the rewards are adequate and equitable the individual achieves a level of satisfaction.

It draws the main aspects involved in problem statement of the study. Job performance, employee job satisfaction and organizational rewards come among these main aspects. Generally people think that positive attitude reflects job satisfaction. In other words, job satisfaction can be an emotional reaction toward numerous aspects of one’s job. Any person who has greater job satisfaction will have positive attitude towards their job, whereas an employee who is not happy with his/her job reflects in negative attitude or inappropriate approach about the job.

Locke has defined that, appraisal bring about affirmative approach of one’s job or job experience. Employee always will have list of important aspect looking out from job which he will measure against what he is gaining among from the job resulting in better job satisfaction. As per Organ & Hammer (1991), job satisfaction is a complex grouping of a

- Cognition
- Emotion
- Tendencies.

From above statement it is clear that job satisfaction is an imperceptible variable, hence there are no certain way for calculating the job satisfaction due to it is intangible but many researches and literatures do identify various ways for it

Further, job satisfaction has major administrative inferences. If the job satisfaction is great, the employee accomplishes the work better and vice versa, there are performance difficulties in inspecting the results of job satisfaction, itemization of the analysis into a sequence of precise set of variables becomes very important. They are throughput, turnover, absence and other things like complaints, mishaps, physical and mental health. These are three main aspects of the reward programs to
- Draw skilled employee to join the organization.
- Retain employees and encourage them.
- Accomplish great level of performance.

1.11 Factors influencing Job performance and satisfaction

It has turned out to be a very interesting to many scholars on why some people feel being in high level of satisfaction while the others have low level of satisfaction for the same work. This will initiate to recognize the employee and motivate first and understand the job satisfaction better based on humane interests. Factors that explain the difference of job satisfaction between employees are both environmental and demographic.

In accordance to Hertzberg in the year 1993 report, there are mainly five factors which act as strong determiners of job satisfaction and they are as follows:

- Achievement
- Recognition
- Work
- Responsibility
- Advancement.

Other determinants are as follows:

- Company policy
- Administration policies
- Supervision
- Working conditions
- Salary
- Interpersonal relations.
Figure 11:

Important attributes influence the Job satisfaction

There are few important attributes which impacts job satisfaction

- Pay – If the pay not matches to the profiles or market demands in some cases, with the employee expectation then it causes the job dissatisfaction.
- Work condition – Providing favorable work condition for employees to perform their job better.
- Coworker relationship – Friendly relation with peers
- Workload – Continuous work load for longer period of time
- Stress cause a major impacts on Job satisfaction
• Lack on skills will have huge impacts due to in confidence
• Proper feedback on regular basis requires improving on job performance and satisfaction.

There are many factors impact job satisfaction and some of the critical factors in common are pay, promotion, supervision Co-worker Work assignments Company mission, company policy. Job satisfaction or job dissatisfaction of employee is based on the motivation which influences certain behavioral patterns. Job facets two outcome response

• Cognitive
• Affective

**Job performance and satisfaction correlation with psychological and work factors:**

The psychological factor which contributes to the job satisfaction has been analysed in the below models, the model talks about the factors that are leading to dissatisfaction and satisfaction to an employee due to the work environment and work offerings.
Employee commitment and engagement is purely depends their satisfaction level. The factors influencing the satisfaction would be,

- Leadership style
- Managerial relationship
- Rewards and Recognition
- Personal growth
- Clear direction
Work Environment

Stress a major factor which is created in work environment and it has two dimensions the positive stress and the negative stress, the latter creates the high dissatisfaction to an employee and it impacts professional and personal life. The work environment must be favorable to an employee to work effectively and efficiently.

**Fair rewarding:** Rewards and recognition should be at the right time which makes the employee pleased and gets a feeling of rewarded for the excellent contribution he/she has done for the successful delivery of the project. A recognition not done at the right time is a mere waste. Employees’ feel more pleased when their works are comparatively rewarded.

**Promotion:** The promotion should be based on the performance and the person readiness to play the next level of role. Promotion is motivation to an employee to work better on their roles when they feel right promotion reach at right time.

**Opportunities:** A job development and enhancement has to be part of the role by design as the new opportunities. Employees’ should be willing to take more responsibilities on new opportunities to improve their career path.

Compared with general methods followed by many of the research in psychology attitude are attempts to change the major focus away from single, isolated, individuals towards interactions between groups are more relational or distributed stated by Potter, on year 1996.

**Job satisfaction with psychological and family factors:**

According to Smith in 1995 Job satisfaction refers to “the employee’s judgment of how well his job on the whole is satisfying his various needs.” Job satisfaction have a tendency to influence on individual’s progress towards the growth in the their profile as either the job title or by the responsibilities by Childs and Klimoski, (1986) The psychological factors play
major role on creating job enhancement which leads to the job satisfaction by Hakell, (1969). Earlier investigation and studies have projected that there is a strong linkage among work and family conflict which have greater impact on job satisfaction. Work life balance is must for every individual. Improper or unbalance between work and life for longer time period will create frustration and lack of involvement and dissatisfaction on work. (George, Kaemar, Harrison, (2002); Perry, Jenkins, Repetti & Cracker, 2000) As per noted researcher Strok, Brett and Reilly, 1996 has said that Work and family struggle has been found to be negatively related to numerous variables linked to job satisfaction. According to Chapman job performance and satisfaction of employee are called “illusory correlation” The observed relation among the two attributes were logical which should fact by the actual understanding of many variables.