



FACTORS ATTRIBUTING JOB PERFORMANCE: A CONCEPTUAL FRAMEWORK.

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ABSTRACT

To create consistent and unbiased ways to assess employees, business executives must comprehend the main advantages of the performance of workers. This aids in identifying the corporate organization's strengths, shortcomings, and potential managerial deficiencies. There are several performance management procedures, instruments, and strategies that businesses can use to track performance and motivate employees. The efficiency and effectiveness of the entire organisation will improve holistically as a result of an employee's positive attitude who is well aware of the business dynamics that is able to adjust to the organisational environment. This study paper examines the effects of factors that boost worker efficiency while keeping these aspects in mind. An empirical analysis was conducted in the south Indian IT business to determine the variables that have an impact on various variables. This study added to the body of knowledge and recommended certain human resource development strategies for the IT industry to enhance a more positive attitude towards work performance. Structural equation modelling (SEM) with maximum likelihood estimation (MLE) via AMOS 23. The study showed that Job satisfaction and job involvement are significant and positive predictors of job performance and there exists no significance between leadership and job performance.

Keywords: cognitive attitude, leadership, Job performance.

INTROUDCTION

According to Mappamiring et al. (2020), professional management of human resources is necessary to strike a balance among employees' needs, organisational needs as well as capabilities, and the significance of high-quality human resources for the company's growth. According to Guan et al. (2014), an employee's attitude towards their position affects how they behave at work, with job performance being the most crucial aspect of these behaviours. According to Jain (2016), "Performance" contains two key ideas. The first is that an individual's performance is never constant and changes with the surrounding circumstances. Furthermore, performance refers to an individual's behaviour rather than the tasks they must complete. In a nutshell, performance refers to a person's controllable behaviour. According to Lu and Tu (2015), job performance will increase when job demands align with a person's job resources. The loss of a person's physical and mental resources, however, will additionally

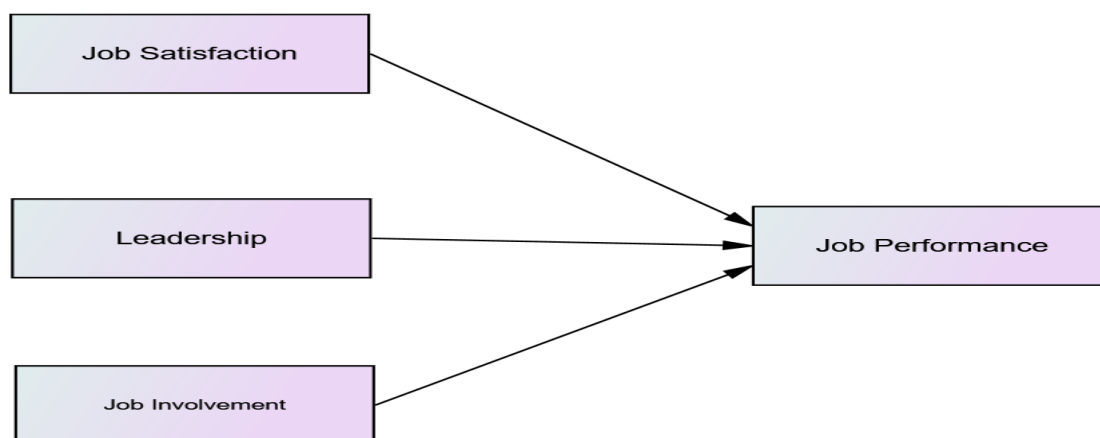
lead to the energy fatigue, stress, fatigue, dismay, and other adverse feelings, further reducing the way they perform at work and increasing the likelihood that they will leave their position and have health issues. This will not lead to an enhancement to job performance.

According to Kun & Gadanez's(2019) revealed that job performance will suffer if an employee is required to complete more work than they have available resources to do. In the IT sector, job demands frequently exceed what employees are able to supply in terms of resources. The primary cause is the rapid pace at which the IT industry's body of knowledge is updated, along with the staff's typical high levels of learning and work intensity, which can result in negative and fatigued coping mechanisms. According to Allen and Meyer (1990), a person's commitment to working for an organisation has to be supported by three things: an affective commitment based on the significance of the organisation to the employee, a normative commitment based upon the duty to follow company rules and be loyal to them, and a constant dedication based on the ability of the employee to remain with the company. In his research, Ivancevich JM (2007) exposed how the organisational commitment model, organisational culture, OCB, and performance were examined. The theory of organisational behaviour is the main theory in this study. Based on the theories and precepts of numerous disciplines, including psychology, sociology, and anthropology, the field of organisational behaviour focuses on the behaviour and attitudes of organisational members.

CONCEPTUAL BACKGROUND

Based on the previous theory and research described above, change-oriented leadership is expected to have a positive influence on job performance and job satisfaction. However, to our knowledge, it is not investigated whether these relationships are mediated through learning demands and job involvement. It is important to increase the understanding of factors that potentially mediate the influence change-oriented leadership has on job performance and job satisfaction. Potentially, change-oriented leadership will mainly have direct effects on job performance and job satisfaction.

Conceptual Model



LITERATURE REVIEW AND RESEARCH HYPOTHESIS

JOB SATISFACTION

According to Blickle et al. (2020), a project is judged to be performing when goals are met in terms of quantity, quality, time effectiveness, and the efficacy of the leading to budget. This evaluation of the performance of staff members who fall short of expectations is related to several earlier studies that demonstrated how factors such as fulfilment with employment, leadership style, organisational culture, and work commitment affected achievement decline. According to Tajeddini et al. (2020), satisfaction has become an emotion that is ingrained in one's presumptions about the emotions generated by the activities or actions performed. The actions and behaviours that follow have a big impact on how we express our satisfaction and dissatisfaction. Regarding the presumption that is solved, satisfaction has a positive connotation and dissatisfaction has a negative connotation. The process of measuring job satisfaction is essentially universal. Based on the evaluation of feelings, each person's level of satisfaction varies. The more that what is felt or expected is met, the more evidence there is that satisfaction is actually achieved.

H1: There is a positive relationship between job satisfaction and job performance.

LEADERSHIP

According to L. Zhang et al. (2018), encouraging subordinates by asking them to show interest in their work is a leadership style. Leadership behaviour is centred on the result of the assignment as well as the relationship between good employees in exchange for the desired rewards. The leader is urged by transactional leadership to modify his demeanour and behaviour in order to comprehend followers' expectations. According to experts' opinions, transactional leadership can be defined as leadership which includes or emphasises rewards to motivate subordinates. This means that this transactional leadership style has behavioural characteristics to motivate subordinates by providing suitable rewards. According to Thanh et al. (2020), leadership has a significant impact on organisational activities. To continuously increase the company's productivity, leadership is required. A person can develop into an authority figure through ongoing efforts to persuade followers to work towards the organization's or business's objectives. In addition, the leadership is not as conscious of what its subordinates want. Job satisfaction declines for some employees that have not undergone rotation or mutation for a long time.

H2: There is a positive relationship between leadership and job satisfaction.

JOB INVOLVEMENT

According to Demerouti and Schaufeli's (2009) research, the serving staff's daily job resources had a positive impact on their financial yields for each work shift as a function of their work engagement. In conclusion, there is strong evidence that performance metrics like absenteeism, customer satisfaction, in-role and extra-role performance, and financial returns are related to job characteristics (job demands and resources) indirectly through employees' wellbeing. Hung(2008), explained in his study how the idea of employee job involvement has drawn more attention from academics and human resource managers. Managing and enabling employees to actively contribute to improved performance is a challenge that many organisations must overcome. Organisations need creative and innovative workers who can take the initiative, embrace change, foster innovation, and deal with the high level of market uncertainty in the current turbulent economic environment. Most workers from the younger

generation want to work for organisations that will actively consider and listen to their ideas. Most businesses have given up their centralised control management in order to meet employee demands in the hopes of encouraging flexibility and decisiveness and, as a result, an improvement in both individual and organisational performance.

H3: There is a positive relationship between job involvement and job satisfaction.

JOB PERFORMANCE

Performance and contextual performance are two types of employee behaviour that Borman and Motowidlo (1993) identified as being essential for organisational success. Particular efforts that are not directly related to a person's primary job responsibilities are referred to as achievement in this context. Nevertheless, since such actions influence the organisational, interpersonal, and psychological contexts and act as a vital catalyst for task activities and processes, they are significant. According to Yozgat et al. (2013), a person's job performance depends on how well they perform the specific tasks that make up their standard job description. Additionally, they claim that factors like upholding positive interpersonal relationships, absenteeism, withdrawal behaviour, and other actions that heighten workplace danger also have an impact on how well a job is done. It is reasonable to assume that organisational fairness has a direct impact on employee performance according to the job description. In his study, Chandrasekar (2011) suggested that there are in fact a number of associated factors that affect how well employees perform at work, including the degree to which the tasks they perform are interesting and enjoyable for them, opportunities for employees to develop special skills and maximise their potential, whether or not the company provides adequate information and authority, assistance and equipment used in working properly.

OBJECTIVE OF THE STUDY

This study aims to investigate the relationship between the Dependent variable employee performance and Independent variables job satisfaction, leadership and job involvement. The study's primary goal was to assess the above relationship and to find out the most influencing factor. The employee's involvement towards their job determines their actual performance.

RESEARCH METHOD

Population

Employees of Top 5 IT companies working in the city of Chennai.

Sample

In our study, we employed a probability sampling technique. Stratified sampling technique was employed for collecting data with the help of structured questionnaire. Kline (2015) suggests that a minimum sample size of 390 should be used when using the structural equation modelling (SEM) method.

DATA ANALYSIS

Statistical package for social sciences SPSS 26 and AMOS 23.0 were employed in order to analyse the data. Structural equation modelling (SEM) was used to examine the relationship between the IV's and DV.

Results and Discussion

Table 1: Demographic profile of the respondents

		Male	Female
Age Group in years	Up to 30	72	50
	31-40	51	35
	41-50	61	33
	Above 50	48	40

The sample of 390 employees comprised of 232 males and 158 females (59.5 %, 41.5% respectively). 122 (31.2%) of the employees were in the age of below 30 years, 86 (22.0%) were between 31 and 40 years, 94 (24.1%) were between 41-50, and 88 (22.5%) were of age (Above 50).

A technique called factor analysis is used to break down a large number of variables into a fewer amount of factors. This method creates a common score by combining all possible factors' maximum common variances. We are able to utilise this score as an index of all variables to conduct additional analysis.

Table 2: Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.819
Bartlett's Test of Sphericity	Approx. Chi-Square	2023.057
	df	66
	Sig.	.000

The KMO measure of sampling value is .819 which means that the sample is adequate for each variable of the study.

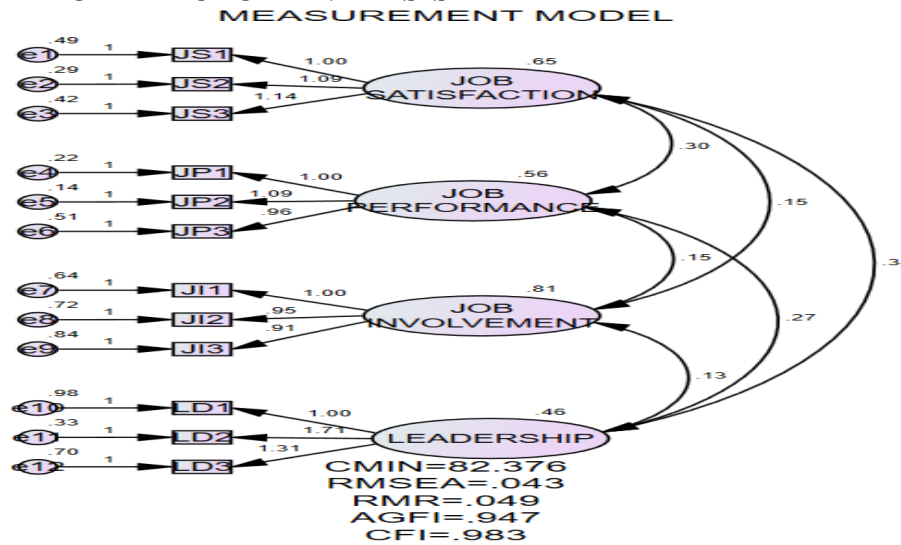
Table 3 :Rotated Component Matrix

	Component			
	1	2	3	4
EP1	.813			
EP2	.832			
EP3	.852			
OC1				.878
OC2				.712
OC3				.729
JS1			.831	

JS2			.815	
JS3			.788	
SI1		.873		
SI2		.871		
SI3		.806		
Total Variance extracted = 73.678				

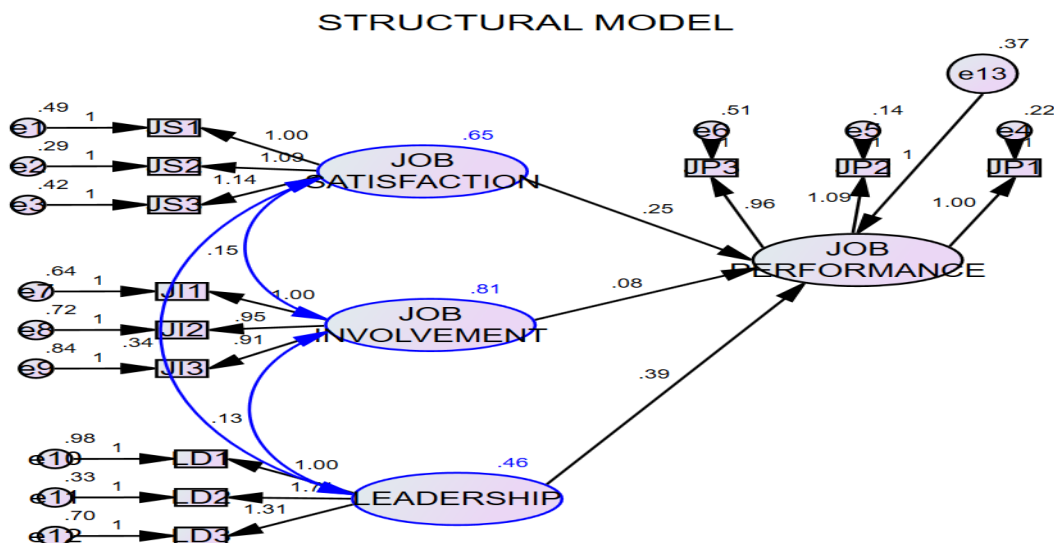
The Pearson correlations between the items and the components or "factors" are contained in the rotated component matrix. We can interpret which characteristics our components might reflect using these, which are referred to as factor loadings.

CONFIRMATORY FACTOR ANALYSIS

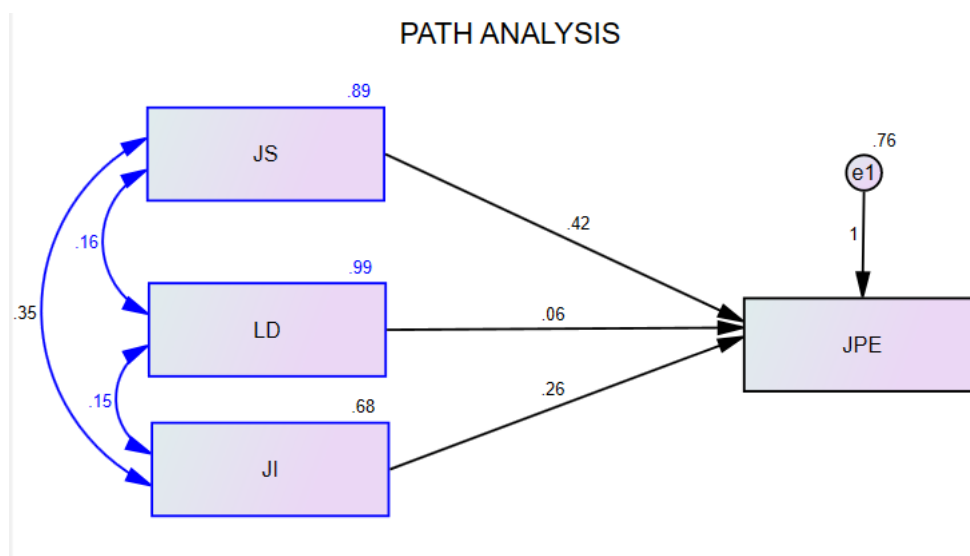


AMOS was used to compute Confirmatory Factor Analysis (CFA) in order to test the measurement models. Factor loadings for every item were evaluated as part of the confirmatory factor analysis. The model's overall goodness of fit was evaluated using the model-fit measures (CMIN/df=82.376 GFI=.947, CFI=.983, SRMR=.049, and RMSEA=.043), and all values were within their corresponding common acceptance levels. (Ullman, 2001; Hu and Bentler, 1998, Bentler, 1990).

STRUCTURAL MODEL



HYPOTHESIS TESTING



Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
JPE <--- JS	.420	.053	7.942	***	
JPE <--- LD	.064	.046	1.395	.163	
JPE <--- JI	.262	.061	4.328	***	

The study assessed the impact of Job satisfaction, leadership and job involvement on Job performance intention of employees in the IT industry in south India. The impact of Job satisfaction and job involvement was positive and significant. However, leadership was not significant and had no impact on the job performance. Model fit indices and hypotheses results are presented in above Table.

RESULTS AND DISCUSSION

Performance of an organisation becomes a critical factor in today's competitive world in order to survive. Therefore, in order to live up to expectations, organisations need to plan for systematic handling of human resources and train their staff to meet organisational goals that will boost productivity. To achieve employee job satisfaction, use transactional leadership. In order to realise employee job satisfaction, work to enhance and increase organisational culture actualization. Putting into practise organisational commitment geared towards enhancing employee job satisfaction. Provide fair and appropriate compensation in accordance with the employee's perception of their job satisfaction. Realise transactional leadership that is focused on raising employee performance. Enhancing and redesigning organisational culture by fostering strong philosophical values to boost worker productivity. The research findings showed that, even though employee performance and each of the three constructs—job satisfaction, job involvement, and leadership—are distinct, they are still interconnected and have an impact on one another. Even though leadership has little effect, it should be regarded as a crucial element in improving organisational performance.

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