

Impact of Job Satisfaction on Job Performance of Software Professionals: An Empirical Study of Bengaluru City

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Abstract: The present study is continued job satisfaction on job performance in those association over some undefined time frame. Programming experts' reaction towards dimensions of job satisfaction on job performance collected through both primary and secondary data. The primary data is collected from software professionals through quota sampling and standardized questionnaire distributing to software professionals and asking for their genuine responses. The secondary data is collected from business periodicals, business journals, magazines, publications, reports, books, business dailies, research articles, software company websites, manuals and booklets. Software companies in Bengaluru city are contacted through quota sampling. In response to this software professionals of 5 software companies have positively responded and permitted to do research. All the 8 software companies are selected for study as good number of software professionals with full information is responded from 5 software companies. Software companies are selected which permitted for data collection by following quota sampling. This research paper on job satisfaction on job performance in Bengaluru city. IT industry has examined the job satisfaction on job performance, estimated the product experts' reaction, and recognized the job satisfaction dimensions, considered the effect of job satisfaction measurements on job performance of programming experts. The hypotheses are estimated and confirmed by using specific statistical tools viz., Reliability Test, Exploratory factor analysis and multiple regression to meet the objectives. Paper on job satisfaction on job performance in Bengaluru city. IT industry has considered the job satisfaction on job performance, estimated the product experts' reaction, recognized the job satisfaction dimensions, and contemplated the effect of employment job satisfaction on job performance of programming experts. It is additionally discovered that there is a noteworthy connection between measurements of job satisfaction on job performance of programming experts.

Keywords: *Employment Fulfillment, Occupation Execution, Programming Experts and Bengaluru City.*

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I. Introduction

In the present worldwide setting numerous associations are confronting serious difficulties to improve the worker's activity fulfillment and

subsequently, improve their authoritative pledge to increase upper hand just as keep up maintenance of their key representatives. Incredible enthusiasm of authoritative points that identified with disposition and conduct, for

example, hierarchical responsibility, work fulfillment and employment execution has been started by its latent capacity advantages to people and associations. Submitted and fulfilled workers are probably not going to show low execution and are ordinarily profoundly beneficial who relate to authoritative objectives and hierarchical qualities. Associations that are fruitful in the business understand that worker maintenance is fundamental so as to accomplish showcase initiative and development in the commercial center. Individuals are the most significant assets/resources of any association, along these lines workers are organization's job. How they feel about the work they are doing and the outcomes got from that work legitimately influence an association's exhibition and in the end its steadiness. By and large, representatives will be increasingly fulfilled when they feel that they are remunerated reasonably for the work they have done by ensuring the compensations for them are authentic commitments to the association and predictable with the prize strategies. Obviously money related increase is just one part of these prizes; Representatives with higher occupation fulfillment are significant since they accept that the association has an important future in the long haul and the business will recognize and remunerate their work.

II. Review of Literature

Woods & Weasmer (2008) Job Satisfaction is one of the fundamental mentalities that can impact human conduct in the work place. Job Satisfaction is how much people feel emphatically or contrarily about their occupations and it is commonly perceived as a multifaceted build that incorporates representative emotions about an assortment of both natural and outward employment components. Along these lines, authoritative conduct specialists are anxious to break down, comprehend and measure job

satisfaction and its ramifications for individuals at work. [1]

Greenberg & Baron (1995) Employees job satisfaction is emphatically connected to the organization's compensation framework. [2]. **Armstrong and Murlis (1998)** The general target is to remunerate individuals decently, evenhandedly and reliably as per their incentive to the association so as to promote the accomplishment of the associations key objectives. [3]. **Lawler (1981)** A reasonable and equivalent compensation framework would support job satisfaction. Further, he makes statements, for example, rewards and yearly compensation augmentations would more empower representative job satisfaction. With the end goal of this investigation, pay is characterized as the worker pay, which is satisfactory for their typical costs. Subsequently pay is the principle pointer of the component of installment. Aside from that it covers reward and pay augments too. The worker is happy with the compensation and pay is given by the working encounters and equivalent to the work done. A few reasonable examinations have discovered a solid positive connection between representative installment and job performance. [4]

Shields and Ward (2001) Absence of advancements and other employment upgrades, for example, preparing, have a more antagonistic impact on job satisfaction than even unreasonable measures of work or low compensation. A worker's vocation development and status would urge them to search out advancements. [5]. **Locke (1976)** Great supervision is the way to keeping up high job satisfaction levels. In occurrences where managers draw in representatives in undertakings which include more elevated levels of duty, workers are probably going to feel increasingly esteemed in this way increasing an idea of accomplishment and achievement. [6]. the work itself alludes to the workplace of the laborers and

their observation about the activity itself that they are answerable for. **Oxford Advance Student's Lexicon (1995)**, characterizes the work itself as "what is done by somebody". Similarly, the work itself also refers to the working environment of the workers and their perception about the job itself that they are responsible for. **Cohen et al. (1999)** identifies that ability to utilization, achievement, activity, authority, creativity, independence, responsibility and variety are the main indicators of employee work itself. [7]

Gordon (1993) Job performance is the achievement of those undertakings that involve an individual's activity. [8]. **Doorman and Lawler (1968)**this definition by Watchman and Lawler was considered as the working meaning of the exploration study. Locke, Frederick, Buckner and Bobko dependent on their exploration, has proposed that presentation was an element of workers' capacity, acknowledgment of objectives level of the objectives and the connection of the objective with their capacity. [9].

III. Methodology

Research Objectives

1. To identify the dimensions of job satisfaction.
2. To study the impact of job satisfaction dimensions on job performance of IT professionals.

Research Hypothesis

H01: There is no significant relationship between job satisfaction dimensions and job performance.

Methodology

In order to achieve the objectives stated the following methodology is adopted

Sources of Data

The study is based on both primary and secondary data.

Primary Data

Primary data is collected through a well-framed and structured questionnaire to elicit the well-considered opinions of the respondents.

Questionnaire Design

Based on the in-depth study of literature the questionnaire for the study is prepared. From the extensive literature survey the information is divided into 2 parameters as given under.

- Opinion of the employees on the dimensions of the job satisfaction in the organization if any.
- Job Performance

Most of the responses are measured with the help of 5 point Likert scale from strongly disagree to strongly agree. The remaining responses are collected using rating scale and multiple choice questions. Direct interviews and discussions are also conducted for respondents to get basic inputs.

Secondary Data

The secondary data is collected from business periodicals, business journals, magazines, publications, reports, books, dailies, research articles, websites, manuals and booklets.

Sampling Procedure

An attempt was made to contact the IT companies in Bengaluru through emails as majority of IT companies are located in these area in the state of Karnataka. In response to this 8 companies have positively responded and permitted to do research. As many as 1200 questionnaires were mailed to employees in these 8 companies. Out of them significant number of questionnaires were received from 5 companies and to a maximum of 25 each only as the information on the said topic was not familiar and comprehensible to many. Further employees beyond team leader only are taken in the sample frame as they only would have a say in the job satisfaction and job performance. The five companies are thus selected purposively.

The select six companies are as follows.

S. No.	Company Name
1	Accenture
2	IBM
3	Wipro
4	TCS
5	Capgemini

Where ever the number of questionnaires filled in all aspects is less than 25, further attempts are made to reach the quota of at least 25 by adopting quota sampling. Out of the received filled in questionnaires, 126 were with full information in all aspects. Hence the sample size is 126 employees. While selecting employees of the 6 companies care has been taken to cover them from different locations.

Sample Size

As many as 1200 questionnaires were mailed to employees in the select companies. Out of the received filled in questionnaires, 126 were with full information in all respects. Hence the sample size is 126 employees

Tools for Analysis

- Reliability Test,
- Exploratory Factor Analysis and
- Multiple Regression

IV. Data Analysis & Results

Reliability Test

Case Processing Summary

		N	%
Cases	Valid	125	100.0
	Excluded ^a	0	.0
	Total	125	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
0.918	29

The internal consistency of the questionnaire of 29 questions with a value of the Cronbach's Alpha is 0.918, which shows that data is 91.8 per cent reliable.

Exploratory Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.824
Bartlett's Test of Sphericity	Approx. Chi-Square	1318.446
	Df	120
	Sig.	.000

Before proceeding for factor analysis the eligibility of the data has to be tested by conducting KMO- Bartlett's test. This test is a measure of sampling adequacy and multivariate normality among variables. The KMO value in this study is $0.824 > 0.5$ which says that the sample taken is adequate. Bartlett's Test of Sphericity value is $0.000 < 0.05$, indicate multi normality among variables. Hence Factor Analysis is considered as an appropriate technique for further analysis of the data.

Extraction Method: Principal Component Analysis.

On the basis of Varimax Rotation with Kaiser Normalization, 8 factors have been extracted. Each factor is constituted of all those variables that have factor loadings greater than 0.5. 16 variables were clubbed into 3 factors. 3 factors were extracted from the 16 variables used in the study. These 3 extracted factors explained 68.161 per cent of the variability in dimensions of software professionals.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.707	35.667	35.667	5.707	35.667	35.667	3.913	24.456	24.456
2	3.330	20.812	56.479	3.330	20.812	56.479	3.603	22.520	46.976
3	1.869	11.682	68.161	1.869	11.682	68.161	3.390	21.185	68.161
4	.947	5.918	74.079						
5	.811	5.066	79.145						
6	.672	4.199	83.343						
7	.470	2.934	86.278						
8	.380	2.377	88.655						
9	.375	2.345	91.000						
10	.286	1.786	92.786						
11	.262	1.635	94.422						
12	.248	1.551	95.973						
13	.215	1.343	97.316						
14	.164	1.024	98.340						
15	.153	.954	99.294						
16	.113	.706	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix ^a			
	Component		
	Work Itself	Payment & Promotion	Supervision
Creativity	0.813		
Authority	0.811		
Independence	0.802		
Responsibility	0.778		
Activity	0.719		
Achievement	0.637		
Variety	0.580		
Compensation		0.910	
Bonus		0.836	
Salary increments		0.824	
Advancement		0.792	
Moral Value		0.674	
Supervision-Technical			0.882

Supervision-Human Relation			0.866
Security			0.844
Ability to utilization			0.814
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

Multiple Regression

In order to access the impact of job satisfaction dimensions on job performance of software professionals as a dependent variable, enter a method of multiple regressions was applied.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.664 ^a	.441	.432	.680	1.869

a. Predictors: (Constant), Work Itself, Payment and Promotion

b. Dependent Variable: Job Performance

- **R:** R represents the multiple correlations co-efficient with the range lies between -1 and +1. Since the R-value is 0.664 means that there is a high positive relationship between the job satisfaction dimensions and job performance of software professionals’.
- **R Square:** R² represents the coefficient of determination which lies between 0 and 1. Since the R square value is 0.441 i.e. 44.1 per cent of the explained variation is there in the job performance of the software professionals’.
- **Durbin-Watson statistic:** From the above table represents the Durbin-Watson statistic value is -1.869. It is closer to the standard value 2. So, that the assumption has almost certainly been met.

The ANOVA table reveals that the F statistics of the regression model is statically significant at 0.05 levels implying the goodness of fit of the regression equation. (Model is statistically significant).

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	44.562	2	22.281	48.170	.000 ^b
	Residual	56.430	122	.463		
	Total	100.992	124			

a. Dependent Variable: Job Performance

b. Predictors: (Constant), Work Itself, Payment and Promotion

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.328	.281		4.729	.000
Payment and Promotion	.283	.054	.360	5.220	.000
Work Itself	.412	.057	.494	7.168	.000

a. Dependent Variable: Job Performance

Table above denotes standardized regression coefficients which show the strength of impact and its positive/negative direction. It also comprises of t and significant values to validate the hypothesis framed to measure the significant impact of job satisfaction dimensions on job performance of software professionals.

The multiple regression equation of this model is:

$$Y = 0.283X_1 (\text{Payment and Promotion}) + 0.412X_2 (\text{Work Itself}) - 1.328$$

Payment and Promotion

Table shows Beta value as 0.283 which indicates positive impact of payment and promotion on the job performance. Since the T value is 5.220 and significance value is 0.000 which is less than 0.05, so the payment and promotion has a significant impact on job performance of software professionals’.

Work Itself

Table shows Beta value as 0.412 which indicates positive impact of work itself on the job performance. Since the T value is 7.168 and significance value is 0.000 which is less than 0.05 hence work itself has a significant impact on job performance of software professionals’.

Supervision

Supervision factor not significantly impact on job performance of software professionals.

Suggestion

The present study proposes a model of the impact of job satisfaction dimensions on the job performance. The study found that payment & promotion and work itself are impacting

significantly the job performance. Therefore, software companies should focus on the above factors to provide enrich job satisfaction.

V. Conclusion

The study investigated the impact of dimensions of job satisfaction on job performance of the software professionals concluded that payment & Promotion had the highest impact on the job performance of the software professionals followed by work itself.

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