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The Impact Of Job Satisfaction On Job Performance: An Empirical Analysis Of Virtual Work During The Pandemic

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ABSTRACT

Virtual work was not a predominant possibility for all organisation prior to the pandemic, but in one way or another it has become a new and unprecedented standard. The purpose of this study is to explore the link between job satisfaction and job performance of employees in Indian Information Technology Sector through COVID-19 pandemic times and to determine if there is an empirically provable relationship between these two variables, and the direction and the intensity of this relationship. It focuses on the relative importance of job satisfaction factors and their impact on the overall job performance of employees. A quantitative research was conducted on a research sample of 205 IT employees. The data was then analysed using Pearson Correlation test through the Statistical Package for the Social Sciences (SPSS). The results of this study show the existence of a clear link between employees' job satisfaction and job performance, but with pretty weak intensity.

1. Introduction

The year 2020, took off with imminent fears of economic slowdown amid trade war, stringent immigration regulations and protectionist approach of governments around the world. The fear of recession alike 2008 in making came alive with the spread of novel coronavirus, popularly now called COVID19. Right after the identification of COVID-19, most of the organisations started seeking the transitional opportunity form physical to virtual work option. The spreading of the virus around the globe had forced employers to set up or accept remote work environment. At present the rise of cloud computer technology and Wi-Fi intensity, working remotely is a better option using remote servers and a combination of portable software (Mahmoud M Wated, 2010). Also the development of smartphones and multiple operating

systems are some other contributing factors changing the virtual work into next successful possibility.

Job satisfaction and job performance play vital role in the success of every organisation. In this era, both job satisfaction are the main critical factors to be considered within the managerial decision so as to steer organisations towards its goals. (Locke, 1976; Spector, 1997) defines Job satisfaction as nothing but a positive spirit resulting from the pleasure a worker derives from the work. Motowidlo (2003) explains that job performance is that the totality of all those expected behaviours that individuals bring back their working environment and provides values to the organization. Job Satisfaction is the employee's total positive feeling about the job and job environment, including general wellbeing, work stress, control at work, homework interface and working conditions (Tomazevic & J Seljak, 2014).

Satisfied worker results in extend more effort to job performance, then works harder and better. Thus every organization tries to make a satisfied manpower to work the well-being of the organization. However, the entire organizational performance depends on efficient and effective performance of individual employees of the organization. There are variety of things that influence job satisfaction. The major ones can be briefed by evoking the dimensions of job satisfaction. They are pay, the work itself, promotions, supervision, workgroup, and dealing conditions (Luthans 1985). In examining in outcomes of job satisfaction, it's important to breakdown the analysis into a series of specific set of variables like productivity, turnover, absenteeism and other effects (accidents, grievances, physical and mental health). Performance is defined as a function of individual ability and skill and energy during a given situation (Porter and Lawler, 1974).

2. Literature Review

Robbins (2003) has defined job satisfaction as the feelings of an employee towards their work place whereas (Togia et al., 2004) mentions job satisfaction as fulfilling an employee's need at the work place. Riggio (2000) mentioned that job satisfaction are the feelings and attitude which an individual has about his job. Sharma and Khanna (2014) have stated in their study that job satisfaction is that the degree of positive feelings or that individuals possess for his or her jobs.

Luthans (1985) quotes a broad definition given by Locke. A pleasurable or positive spirit resulting from the appraisal of one's job or job experience. Job satisfaction may be a outcome of employees' perception of how well their job provides those things which are viewed as important. Job satisfaction is furthermore defined as reintegration of affect created by individual's perception of fulfilment of his needs in reference to his work and surrounding it (Saiyaden, 1993). Organ and Hammer (1991) acknowledged that job satisfaction represents a posh assemblage of cognition, emotion and tendencies. Preceding studies by Frye (2004) demonstrate that there's a positive relationship between wages and employee performance which income is that the main aspect of employee satisfaction. A survey by Nguyen et al. (2003)

also showed that job satisfaction is positively suffering from wages. Alvesson & Spicer (2012) stated that culture encompasses a joint set of key values, understandings, assumptions, and norms among a company's employees. Organizational culture can be observed as the normative binding that holds the entire organization together (Tichy, 1982). Mueller & Kim (2008) identified two types of job satisfaction; initially, the overall feeling about the job, and moreover, the feelings about the aspects of the job, such as benefits, salary, position, growth opportunities, work environment, and the relationships among employees .

Porter and Lowler (1969) recommended that satisfaction will affect a worker's effort, arguing that increased satisfaction from performance probability helps to extend expectations of performance resulting in rewards .Carroll, Keflas and Watson (1964) found that satisfaction and productivity are crucial relationship during which each affects the other. They suggest that performance results in more effort due to high perceived expectancy. The trouble results in effective performance, which again results in satisfaction in crucial relationship. David, Joseph and William (1970) suggest that the type of reward system under which workers perform strongly influence the satisfaction performance relationship.

Objectives

- To study the differences in job satisfaction among Indian IT employees with respect to age during COVID-19.
- To study the differences in job satisfaction among Indian IT employees with respect to gender during COVID-19
- To study the relationship between factors of job satisfaction and job performance
- To study the relationship between job satisfaction and job performance

HYPOTHESIS:

H₀1: There is no significant difference in job satisfaction among Indian IT Employees with respect to age during COVID-19.

H₀2: There is no significant difference in job satisfaction among Indian IT Employees with respect to gender during COVID-19.

H₀3: There is no significant difference between factors of job satisfaction and job performance

H₀4: There is no significant difference between job satisfaction and performance.

3. Research Methodology

Researcher adopted the descriptive research design, it is a fact that finding investigation which is aimed at describing the characteristics of individual, situation or describing the state of affairs as it exists at present and also used to find a solution to the existing problem as the research attempts to find out the factors impacting job satisfaction of IT industry employees at the time of COVID-19.

Sources of Data

Primary Data: Data collected in this study is of primary data. Primary data was collected through questionnaire method and survey conducted among the employees and was collected for the period of four month i.e. 20th May 2020 to 22nd September 2020, majorly during the time of lock down at the time of COVID-19.

Secondary Data: Secondary data are obtained from many sources, including literature, industry survey, computerized databases and information systems, journals, company records, brochures and website.

Statistical Tool Used For Data Analysis

The data collected from the respondents were first edited and coded. The statistical analysis of data was done through computer application using SPSS Version 23. The main thrust of the data analysis was to test the hypothesis. The statistical method used in the analysis was Correlation.

4. Data Analysis And Interpretation

Percentage Analysis were carried out in order to achieve the set of objectives and Pearson's correlation were used to test hypothesis.

IV.1 Gender, Age and Job Satisfaction

The of job satisfaction level based on gender characteristics is evaluated and from the below table we can infer that 88% of the male employees and 93% of female employees are satisfied with the present job.

Table 1: Percentage Analysis of Gender and Job Satisfaction

| | MALE | | FEMALE | | TOTAL | |
|---------------------|--------|------------|--------|------------|----------|------------|
| | Number | Percentage | Number | Percentage | Number | Percentage |
| SATISFIED | 98 | 88% | 86 | 93% | 272.2883 | 90% |
| NEUTRAL | 7 | 6% | 3 | 3% | 16.30631 | 5% |
| DISSATISFIED | 6 | 5% | 3 | 3% | 14.40541 | 5% |
| TOTAL | 111 | 100 | 92 | 100 | 303 | 100 |

The job satisfaction on the age criteria interprets that all the employee below 30 years of age group are satisfied with the present condition of job and 84 % of employees between age of 30 to 40 years are satisfied at their present job conditions.

Table 2: Percentage Analysis of Age and Job Satisfaction

| | Age | | | | | |
|---------------------|----------------|------------|-------------|------------|-------------|------------|
| | below 30 years | | 30-40 years | | 40-50 years | |
| | Number | Percentage | Number | Percentage | Number | Percentage |
| SATISFIED | 111 | 100 | 69 | 84 | 4 | 40 |
| NEUTRAL | 0 | 0 | 7 | 9 | 3 | 30 |
| DISSATISFIED | 0 | 0 | 6 | 7 | 3 | 30 |
| TOTAL | 111 | | 82 | | 10 | |

VI.2 Correlation Analysis of Gender, Age and Job Satisfaction

The Pearson correlation between the gender and job satisfaction shows a negative correlation value of $-.064$ and the p value is $.366$ at 0.01 significance level which forces us to reject the null hypothesis that there is no significant difference in job satisfaction among Indian IT Employees with respect to Gender during COVID-19 and we accept the alternative hypothesis and the result can be inferred as there is a relation between the gender and job satisfaction of employees.

The Pearson correlation between the Age and job satisfaction shows a positive correlation value of 0.109 and the p value is $.121$ at 0.01 significance level which forces us to reject the null hypothesis that there is no significant difference in job satisfaction among Indian IT Employees with respect to age during COVID-19 and we accept the alternative hypothesis and the result can be inferred as there is a relation between the age and job satisfaction of employees.

Table: 3 Correlation analysis of Gender, Age and Job Satisfaction Correlations

| | | Gender | Age | satisfaction |
|--------------|---------------------|--------|------|--------------|
| Gender | Pearson Correlation | 1 | .013 | -.064 |
| | Sig. (2-tailed) | | .854 | .366 |
| | N | 203 | 203 | 203 |
| Age | Pearson Correlation | .013 | 1 | .109 |
| | Sig. (2-tailed) | .854 | | .121 |
| | N | 203 | 203 | 203 |
| satisfaction | Pearson Correlation | -.064 | .109 | 1 |
| | Sig. (2-tailed) | .366 | .121 | |
| | N | 203 | 203 | 203 |

VI.3 Analysis of job working condition with job performance

The correlation analysis between the physical working condition and task performance shows a positive correlation of 0.306 with a p value of 0.00 at $.01$ level of significance which make us to accept the null hypothesis that the is no relation between the physical working condition and job performance during COVID-19 pandemic. The correlation analysis between the physical working condition and contextual performance shows a positive correlation of 0.185 with a p value of 0.00 at $.01$ level of significance which make us to accept the null hypothesis that the is no relation between the physical working condition and job performance during COVID-19 pandemic.

The correlation analysis between the working environment and task performance shows a positive correlation of 0.615 with a p value of 0.00 at $.01$ level of significance which make us to accept the null hypothesis that the is no relation between the working environment and job performance during COVID-19 pandemic. The correlation analysis between the working environment and contextual performance shows a positive correlation of 0.443

with a p value of 0.00 at .01 level of significance which make us to accept the null hypothesis that the is no relation between the working environment and job performance during COVID-19 pandemic.

Correlations

| | | Physical working conditions | working environment | Task performance | Contextual Performance |
|-----------------------------|---------------------|-----------------------------|---------------------|------------------|------------------------|
| Physical working conditions | Pearson Correlation | 1 | .250** | .306** | .185** |
| | Sig. (2-tailed) | | .000 | .000 | .008 |
| | N | 203 | 203 | 203 | 203 |
| working environment | Pearson Correlation | .250** | 1 | .615** | .443** |
| | Sig. (2-tailed) | .000 | | .000 | .000 |
| | N | 203 | 203 | 203 | 203 |
| Task performance | Pearson Correlation | .306** | .615** | 1 | .401** |
| | Sig. (2-tailed) | .000 | .000 | | .000 |
| | N | 203 | 203 | 203 | 203 |
| Contextual Performance | Pearson Correlation | .185** | .443** | .401** | 1 |
| | Sig. (2-tailed) | .008 | .000 | .000 | |
| | N | 203 | 203 | 203 | 203 |

** . Correlation is significant at the 0.01 level (2-tailed).

VI. 4 Correlation Analysis of Job Satisfaction and Job performance

Table 4: Correlation between Job satisfaction and job performance Correlations

| | | satisfaction | Task performance | Contextual Performance |
|------------------------|---------------------|--------------|------------------|------------------------|
| satisfaction | Pearson Correlation | 1 | .339** | .303** |
| | Sig. (2-tailed) | | .000 | .000 |
| | N | 203 | 203 | 203 |
| Task performance | Pearson Correlation | .339** | 1 | .401** |
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 203 | 203 | 203 |
| Contextual Performance | Pearson Correlation | .303** | .401** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 203 | 203 | 203 |

** . Correlation is significant at the 0.01 level (2-tailed).

From the above table it can be inferred that job satisfaction have no relationship with task performance during that pandemic of COVID-19 as the null hypothesis is accepted form the positive correlation value of .339 with a p value of 0 with 0.01 significance level ,also it can be inferred that job satisfaction have no relationship with contextual performance during that pandemic of COVID-19 as the null hypothesis is accepted form the positive correlation value of .339 with a p value of 0 with 0.01 significance level.

5. Findings

From the study it is found that 88% of the male employees and 93% of female employees are satisfied with the present job and all the employee below 30 years of age group are satisfied with the present condition of job and 84 % of employees between age of 30 to 40 years are satisfied at their present job condition of virtual work during the COVID-19 pandemic.

It is also found that there is a substantial relationship between the age factor and job satisfaction of employees during the COVID-19 pandemic and also there considerable relationship between the gender factor and job satisfaction of IT employees at virtual work during the COVID-19 pandemic. The physical working condition of employees are not related with the task performance and contextual performance so it is found that the working conditions are not related to the job performance of IT employees at virtual work during COVID-19 pandemic and also the working environment of employees are not related with the task performance and contextual performance so it is found that the working environment are not related to the job performance of IT employees at virtual work during COVID-19 pandemic.

The finding also reveals that there is no relationship between the job satisfaction and the task performance and contextual performance, so that we can say that in this empirical study of IT employees with virtual work during COVID-19 pandemic, job satisfaction is not related to job performance.

6. Conclusion

Employee satisfaction is an imperative technique used to motivate the employees to work harder. It is a set of favourable or unfavourable emotion with which the employees view their work. It includes likes and dislikes as well as needs and wants which are internal and external to the employees. The study was conducted for various IT employees across India who was having virtual work during the COVID-19 pandemic, helped to understand the relation of job Satisfaction and job performance and factors relating to the employees in attaining the satisfaction, also it was been able to understand that the employees are satisfied with their working environment and physical working conditions. But it implies that even though they are satisfied with their concerned job they are not collaborating their satisfaction with their job performance. The study also shows the overall employee satisfaction towards their concerned job and the success of the organization.

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