

WORK-LIFE BALANCE & IT'S IMPACT ON WOMEN EMPLOYEES OF SOFTWARE COMPANIES: AN EMPIRICAL STUDY

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ABSTRACT

In every workplace, the metrics of quality and performance are usually developed according to the potential of each individual or team, which are ultimately translated as their association, dedication or passion for the work or the incorporating workplace. Today's employees have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. In this context, an attempt has been made to understand how women employees cope with competing work and family demands. What coping strategies are used by women employees? What advice can we offer organizations interested in reducing the work-life imbalances of women employees in the select software companies in Bengaluru city. This study is empirical in nature based on survey method. By adopting convenience sampling, 150 women employees were selected from TCS, Infosys, and HCL. Questionnaire method was employed to collect the primary data. Analysis of variance, analysis of coefficient of variation, factor analysis, multiple regression analysis, and percentage analysis were employed. Organizational causes, job related causes, human related causes, social causes, and familial and domestic causes are the major reasons for work-life imbalances of women. Factor analysis is applied to find out the underlying dimensions in the set of statements relating to strategies adopted to cope with work-life imbalances of women employees in the select software companies. The 28 variables in the data were reduced to 8 factor model namely, counselling, relaxation, meditation and exercise, breaking monotony, sharing problems, motivation, stress management and self-improvement and training. To ensure a positive outcome, attention to the factors identified in the suggested framework is important for reducing the work-life imbalances of women employees.

KEYWORDS

Work-Life Conflict, Work-Life Balance, Role Conflict etc.

INTRODUCTION

Human resource is the most important and valuable resource that every organization has in the form of its employees. No organization can think of viability and effectiveness without the efficient utilization of human resources, which is a very tough task in the present age of technological advancement, knowledge explosion, social changes and increased governmental intervention in business and industry. In every workplace, the metrics of quality and performance are usually developed according to the potential of each individual or team, which are ultimately translated as their association, dedication or passion for the work or the incorporating workplace. However, this might not be the case at all when the way each individual performs his or her activities depends primarily on how he or she creates a balance between the household and workplace. Today's employees have many competing responsibilities such as work, children, housework, volunteering, spouse and elderly parent care and this places stress on individuals, families and the communities in which they reside. Work-life imbalance is a serious problem that affects employees, their organizations and communities. It seems that this problem is increasing over time due to high female labour force participation rates, increasing numbers of single parent families, the predominance of the dual-earner family and emerging trends such as elder care.

CONCEPT OF WORK-LIFE BALANCE

Work-life balance is defined as the level of satisfaction associated with how one functions at home and work with very little work-life conflict. Work and personal demands are contributing to the need for such family-friendly policies. Work-life conflict is defined as a form of inter-role conflict in which work and family demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other. When work and family are in conflict, obtaining rewards in one domain requires foregoing rewards in the other. Work-life conflict can be considered to have two major components: the practical aspects associated with time crunches and scheduling conflicts, and the perceptual aspect of feeling overwhelmed, overloaded or stressed by the pressures of multiple roles. Work-life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life.

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STATEMENT OF PROBLEM

It is believed that balancing a successful career with a personal or family life can be challenging and affecting a person's satisfaction in their work and personal life's. The ability to balance between workplace's needs and personal life's needs is perceived as an important issue among employees globally. This study sought to identify how work-life balance is achieved or not achieved in their lives and how software industry and the development profession can help to minimize competing demands on them and increase their job satisfaction. Work-life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and personal responsibilities and thus strengthen employee loyalty and productivity. According to one study, 1 in 4 employees experience high levels of conflict between work and family, based on work-to-family interference and caregiver strain. Of all the job factors that influence work-life balance, the amount of time spent at work is the strongest and most consistent predictor. Other reasons include job security, support from one's supervisor, support from co-workers, work demands or overload, work-role conflict, work-role ambiguity, job dissatisfaction, and extensive use of communication technology that blurs the boundaries between home and work.

Long work hours and highly stressful jobs not only hamper employees' ability to harmonize work and family life but also are associated with health risks, such as increased smoking and alcohol consumption, weight gain and depression. This is because women devote more hours per week than men to non-work activities such as childcare, elder care and are more likely to have primary responsibility for unpaid labour such as domestic work. Although women report higher levels of work-family conflict than do men, the numbers of work-life conflict reported by men is increasing. In addition, people in the elderly employee segment are working longer now than in the past and are demanding different work arrangements to accommodate their life style needs. In this context, an attempt has been made to understand how women employees cope with competing work and family demands. What coping strategies are used by women employees? What advice can we offer organizations interested in reducing the work-life imbalances of women employees in the select software companies in Bengaluru city.

OBJECTIVES OF STUDY

The objectives of the present study are as follows:

- To find out the causes of work-life imbalances of women employees in the select software companies in Bengaluru city.
- To study the perception of the women employees towards impact of work-life imbalances.
- To study the attitude of employees towards coping strategies followed by the select software companies to reduce the work-life imbalances of women employees.
- To offer suitable measures to overcome the work-life imbalances of the women employees in the select software companies in Bengaluru city based on the findings of the study.

TESTING OF HYPOTHESES

The following null hypotheses were formulated and tested:

H₀₁: There is no significant relationship among the acceptance levels of the respondents belonging to different demographic profiles towards causes of work-life imbalances of women employees in the select software companies in Bengaluru city.

H₀₂: The demographic variables of the women employees do not have any influence on their perception towards impact of work-life imbalances in select software companies in Bengaluru city.

SCOPE OF STUDY

The present study attempts to examine the work-life balance of women employees in the select software companies in Bengaluru city. The study is restricted to three software companies only namely, TCS, Infosys, and HCL. In the present study, the perception of the women employees was only studied. Work-life balance is a vast subject; therefore, the present study focuses its main attention only on three key areas of work-life balance, namely causes of work-life imbalances, consequences of work-life imbalances, and stress coping strategies to reduce work life imbalances in the select software companies in Bengaluru city.

RESEARCH DESIGN

This study is empirical in nature based on survey method. As an essential part of the study, the primary data were collected from 150 employees. By adopting convenience sampling, 150 women employees were selected from TCS, Infosys, and HCL. Questionnaire method was employed to collect the primary data. The secondary data were collected from journals, reports, books,

and records. In order to study the attitude of employees, analysis of variance, analysis of coefficient of variation, multiple regression analysis, and percentage analysis were employed.

FINDINGS

- A significant relationship is found among the acceptance levels of the respondents belonging to different age groups, educational status groups, monthly salary groups and years of experience towards factors contributing to work-life balance in the select software companies. There is no significant relationship among the acceptance levels of the respondents belonging to different companies towards factors contributing to work-life balance of women employees.
- Respondents in the age group above 50 years, respondents having Diploma / ITI qualification, respondents drawing monthly salary below Rs. 20000, respondents belonging to above 20 years of experience and women employees working at TCS have higher acceptance level towards factors contributing to work-life balance.
- There exists consistency in the acceptance level of respondents belonging to 41-50 years, respondents who have B.E qualification, respondents drawing salary up to Rs. 20000, respondents having above 20 years of experience and employees of HCL towards factors contributing to work-life balance.
- Age, monthly salary, and years of experience of the women employees have significant effect on the factors contributing to work-life balance at 1% level. The educational status of the respondents has no significant effect on the factors contributing to work-life balance of women employees in the select software companies.
- Organizational causes, job related causes, human related causes, social causes, and familial and domestic causes are the major reasons for work-life imbalances of women employees in the select software companies in Bengaluru city.
- A significant relationship is found among the acceptance levels of the respondents belonging to different age groups, educational status groups, monthly salary groups, and years of experience towards impact of work-life imbalances on the women employees in the select software companies in Bengaluru city.
- Respondents in the age group 31-40, respondents having B.E qualification, respondents belonging to monthly salary below Rs.20000, respondents with the above 20 years of experience and employees working at Infosys have higher acceptance level towards impact of work-life imbalances on the women employees.
- There exists consistency in the acceptance level of the respondents belonging to 41-50 years, respondents who have B.E qualification, respondents drawing salary below Rs.20000, respondents having 16-20 years of experience and employees of TCS towards impact of work-life imbalances in the select software companies.
- Gender at 5% level and education, monthly salary, and years of experience of the women, employees at 1% level have significant effect on the impact of work-life imbalances in the select software companies. Age of the respondents has no significant effect on the impact of work-life imbalances of women employees.
- Factor analysis is applied to find out the underlying dimensions in the set of statements relating to strategies adopted to cope with work-life imbalances of women employees in the select software companies. The 28 variables in the data were reduced to eight factor model namely, counselling, relaxation, meditation and exercise, breaking monotony, sharing problems, motivation, stress management and self-improvement and training.

SUGGESTIONS

There is a wide variety of practices currently being used to help employees achieve work-life balance. It is important to note that some work-life balance programs help employees handle stress and otherwise cope more effectively while other programs help to reduce the absolute stress levels by rebalancing work-life. The following are the suggestions to reduce work-life imbalances of women employees in the select software companies.

- The select software companies need to provide women employees with a greater sense of control over their hours of work and their work schedule. Specifically, to help women employees cope with work-life imbalances, software companies need to make it possible for women employees to arrange their work schedule to meet personal/family commitments, interrupt their workday for personal/family reasons and return to work, take holidays when they want to, and vary their hours of work.
- The select software companies should give women employees paid time off work to attend relevant training sessions, courses and conferences. The strong association between an inability to participate in career development opportunities outside of work hours and both role overload and work-to-family interference indicates that women employees with dependent care responsibility who try to maintain their professional credentials or increase their learning on their own time pay a price, increased work-life conflict.
- The managements of the software companies need to give women employees the opportunity to take a fixed number of paid days off work per year to care for sick children or elderly dependents. Implementation of these benefits should also produce additional advantages for software companies outside the work-life arena, as they concretely demonstrate to women employees that select software companies trusts them, is listening to them and recognizes their demands outside of work.

- The select software companies need to introduce new performance measures that focus on objectives, results and output. It is very difficult to increase perceived flexibility in organizations where the focus is on hours rather than output and presence rather than performance. To do this, women employees need to reward output not hours and reward what is done, not where it is done. They also need to reward people who have successfully combined work and non-work domains and not promote those who work long hours and expect others to do the same.
- The select software companies that wish to help women employees cope with role overload, work-to-family interference and family-to-work interference should implement part-time/reduced week work arrangements with pro-rated benefits.
- A growing number of organizations have implemented wellness programs or pay for their employees' gym membership as part of a benefits package. Therefore, it is suggested that the select software companies shall invite fitness trainers or yoga instructors into the office to hold lunchtime sessions.

CONCLUSION

There is no-one-size-fits-all solution to the issue of work-life conflict. The study shows quite clearly that different policies, practices and strategies will be needed to reduce each of the components of work-life balances examined. The workforce is not homogeneous, and gender, dependent care status and job type are significant moderators of the relationship between many of the coping strategies examined and work-life balance. Social role expectations and organizational culture will also influence the effectiveness of the various organizational interventions. Work-life balance programs have been demonstrated to have an impact on employees in terms of recruitment, retention / turnover, commitment and satisfaction, absenteeism, productivity and accident rates. Companies that have implemented work-life balance programs recognize that employee welfare affects the "bottom line" of the business. To ensure a positive outcome, attention to the factors identified in the suggested framework is important for reducing the work-life imbalances of women employees in the select software companies.

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AN EMPIRICAL STUDY TO EXAMINE INTENTION TO ADOPT SMARTPHONES USING TECHNOLOGY ACCEPTANCE MODEL (TAM)

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ABSTRACT

Due to advanced mobile technologies that are ubiquitous, portable and easy to receive and disseminate personalized and customized information, people have the opportunity to connect with each other more easily than earlier. In the initial stage, mobile services were voice-based whereas the latest services include messaging, internet, banking, shopping, etc. Globally, mobile phone services have evolved into diverse social circumstances while their applications and levels of acceptance differ from market to market and country to country. The purpose of the paper is to account for intentions to use Smartphones in Indian context through Technology Acceptance Model (TAM). The TAM model takes into account attitudinal and social factors to explain technology usage.

KEYWORDS

Technology Acceptance Model, Smartphone, Adoption etc.

INTRODUCTION

Using modern technology in contemporary life is a day-to-day event as people are willing to use technology that is more advanced. Due to advanced mobile technologies that are ubiquitous, portable and easy to receive and disseminate personalized and customized information, people have the opportunity to connect with each other more easily than earlier. In the initial stage, mobile services were voice-based whereas the latest services include messaging, internet, banking, shopping, etc. Globally, mobile phone services have evolved into diverse social circumstances while their applications and levels of acceptance differ from market to market and country to country. Currently, the penetration rate is more than 100 per cent in many European countries, for example in Spain, 125.5 per cent; Italy, 149.2 per cent or Germany, 122 per cent, while in other less developed areas such as some Asian countries (China, 45.7 per cent); the rates are appreciably lesser but have shown significant growth in overall statistics (Mafe' et al., 2010). The main purpose of this research is to study intention of customers' smartphone adoption in India. In the context of information technology usage, several models and theories are used in order to explain behavioral intentions. The purpose of the paper is to account for intentions to use Smartphones in Indian context through Technology Acceptance Model (TAM). The TAM model takes into account attitudinal and social factors to explain technology usage.

LITERATURE REVIEW

Smartphone Market

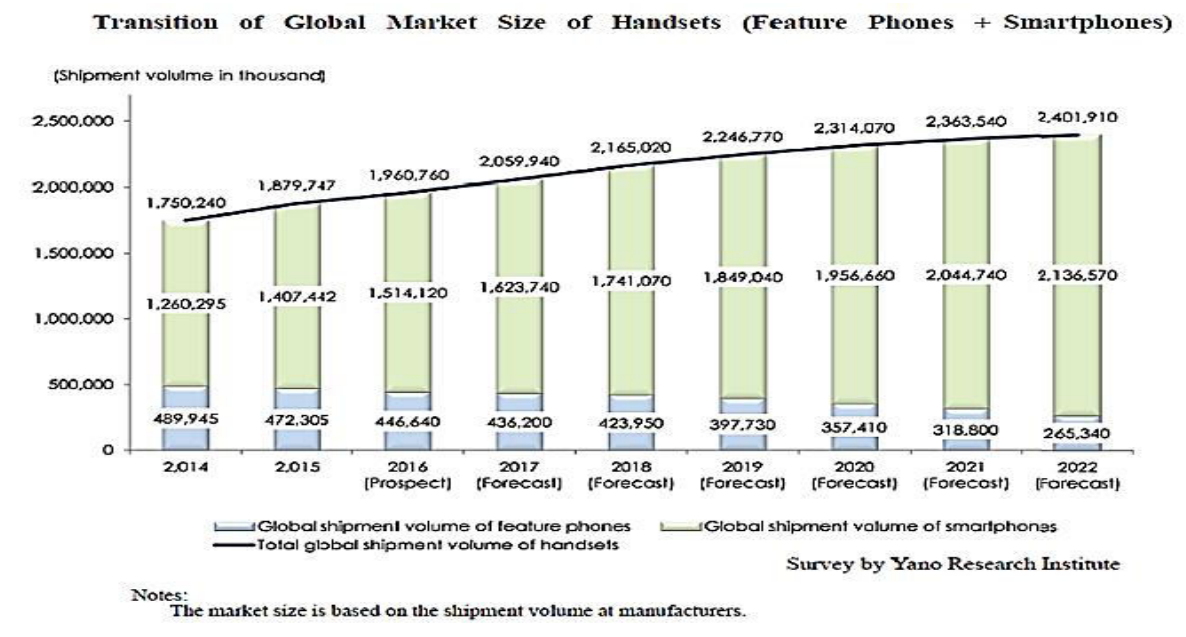
“A smartphone is a mobile phone with built-in applications, i.e. video player, MP3 player, television, camera, with the ability to access the internet. While second generation mobile phone have similar utilities, the smartphone has a computer operating system to an application.”

La Rue et. al 2010.

Enormous studies on the smartphone phenomenon raised the marketing researchers' interest globally from 2005. Initially, the most popular research topics focused on the new technology applicability in different fields and on the new technology adoption process. The smartphone is very useful in medicine (Parkert et. al. 2010), in agriculture (Molina-Martínez and Ruiz-Canalesb 2009), in food industry (Mattolia et. al. 2009), in commerce (Chang and Chen 2005), in traffic (Herrera et. al. 2010) and in building operations (Bowden et. al. 2006). Several Technical journals are also presenting the technological possibility and the data security questions. From a marketing perspective, it is interesting in knowing how consumers adopt and use smartphones. La Rue et. al 2010; Katz, 2007 have given significant contribution about smartphones that change our life in many ways: it facilitates the information access; allows a person to be available online all the time; stimulates a communication shift from text message to voice to voice conversations; can be eligible as a fashion icon and have become an important part of forming one's identity and also a tool for social stratification and integration. The figure below shows the transition of global market size of handsets with ordinary features as well as smartphones.

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Figure 1

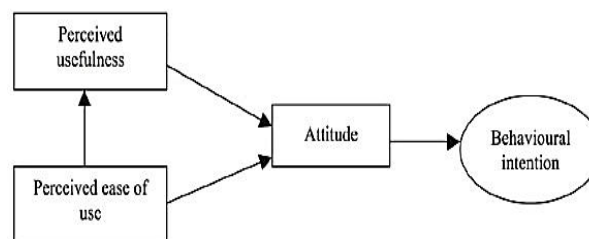


Sources: Authors Compilation

THEORETICAL FRAMEWORK

TAM and Other Factors: Davis originally proposed the technology acceptance model (TAM) in 1986. He along with Bagozzi and Warshaw (1989) introduced it as a model that predicts behavioural intentions to adopt computer technology and information. This model proposed individuals' attitude and behavioural intention to use technology or a system depends upon the Perceived Usefulness (PU) and the Perceived Ease of Use (PEOU). It is widely adopted by several researchers in their studies to investigate the factors that influence the acceptance of technological innovations and adoption intentions.

Figure-2: Technology Acceptance Model (TAM)



Sources: Davis et al., (1989)

Perceived Usefulness (PU): It is the degree to which a person believes that using a particular system would enhance his or her job performance. The probability of use of technology increases if a user feels benefited after use (Davis et al., 1989). Previous researchers such as Cheng et al., 2006; Pikkarainen, Pikkarainen, Karjaluoto, Pahlila, 2004; Park, 2007; Raida & Neji, **2013** have acknowledged the importance of Perceived Usefulness in adoption of information systems and technological innovations.

Perceived Ease of Use (PEOU): It is the degree to which the users perceived that using smartphone would be free of effort. Previous researchers such as Davis, 1989; Venkatesh, 2000; Wang, Wang, Lin, & Tang, 2003 have found a strong influence of perceived ease of use on technology adoption.

Attitude (ATT): It refers to the overall evaluation of performing the behaviour. It is also the general feeling of people about the desirability or undesirability of a particular issue or behavior (Ajzen, 1991). Previous researchers such as (Beiginia, 2011; Fishbein & Ajzen, 1975; Tan & Teo, 2000; Maditinos, 2009 have found a significant effect of attitude on adoption behaviour.

Behavioural Intention (BI): It refers to the user's intention to accept, use or adopt one or more of the information technology. Previous researchers such as Davis, 1989; Yaghoubi, 2011 have acknowledged the significance of Behavioural Intention in technology adoption. The following table implies the contributions by various researchers in several fields using Technology Acceptance Model.

Table-1: Previous Researches using TAM

Areas of Research	Literature Findings
World Wide Web	Lederer A. L., Maupin D. J., Sena M. P., and Zhuang Y. L. (2000)
	Ven, D. H. H. (2003)
Intranet	Horton, R. P., Buck, T., Waterson, P. E., and Clegg, C. W., (2001)
E-commerce	Pavlou, P. A., (2003)
e-shopping	Genfen, D., (2003)
	Forsythe, S. M., and Shi, B., (2003)
	Liao, Z., and Cheung, M. T., (2001)
M-commerce	Ching, S. Y., and John, W. H. H., (2009)
	Nysveen, H., Pedersen, P. E., and Thorbjornsen, H., (2005)
	Yang, K. C. C. (2005)
Internet Banking Service	Polatoglu, V. N., and Ekin, S., (2001)
	Jin, W. J., Wong, S. V., and Chang, T. B., (2005)
	Chan, S. C., and Lu MT., (2004)
	Litter, D., and Melanthiou, D., (2006)
Mobile Banking	Luarn, P., and Lin, H. H., (2005)
Mobile Internet Service	Pedersen, P. E., (2005)

Sources: Authors Compilation

METHODOLOGY

The empirical test of the research model used data collected through an online survey in India from 222 respondents, which were returned back out of 300 questionnaires. The instrument was designed to include a two-part questionnaire. The first part includes nominal scale. Accordingly, the first part was used to collect basic information about the respondents' characteristics, including gender, age, education, occupation and monthly income. The second part of the questionnaire includes the constructs of Perceived Usefulness, Perceived Ease of Use, and Attitude and Behavioural intention. The study instrument was developed based on previous studies in the technology acceptance domain (Tan and Teo, 2000, Davis *et al.*, 1989). Exploratory Research was used to collect primary data using Structured Questionnaire comprising of 21 questions and interview with those respondents. Simple Random Sampling technique was adopted for selecting the respondents. Secondary data were collected through journals and magazines.

RESULTS

Table-2: Descriptive Statistics (N=222)

Gender: Male - 32.4% Female - 67.6%			
Age: Mean - 21.61 SD - 3.52			
Monthly Annual Income	%	Education	%
Less than Rs. 10,000	29	Higher Secondary	26
Rs. 10,001 – Rs. 20,000	16	Diploma	37
Rs. 20,001 – Rs. 30,000	22	Graduation	24
Rs. 30,001 – Rs. 40,000	22	Post-graduation	10
Above Rs. 40,000	11	Research	3

Sources: Authors Compilation

The descriptive statistics of 222 respondents are reported in Table-2. The majority of the respondent is females with the average age of 21.61. Their monthly annual income distribution skews toward lower income group and only 11% of them earn over Rs. 40,000.

Descriptive statistics, scale reliability analysis were performed in SPSS (v.20.0). The instruments were initially examined to establish the reliability of scales. The Cronbach's alpha coefficients range from 0.806 to 0.893 that exceed recommended value of 0.50 (Hair et al, 1998). All constructs' Cronbach α coefficients across the samples are > 0.70 , which indicates a good reliability. These values show good internal consistency among scales employed for the present study. All independent measures were adapted using a five-point Likert scale.

Table-3: List of Instrument Items

Constructs	Questionnaire Items	S.D.	Cronbach Alpha α
Perceived Usefulness	Using Smartphone improves my life.	0.88	0.822
	Using Smartphone makes me a smart mobile user.	0.80	
	Smartphone increases the quality of communication.	0.92	
	Smartphone increases my degree of mobility.	0.85	
	Using Smartphone makes my job easier.	0.92	
	Using Smartphone saves money.	1.03	
	Smartphone makes using mobile phone more enjoyable.	0.88	
	Using Smartphone increases my productivity.	0.89	
Perceived Ease of Use	Smartphone is of no benefit to me.	1.02	0.893
	Learning to operate Smartphone is very easy.	0.91	
	Overall Smartphone is easy to use.	0.92	
	Using the Smartphone takes too much time from my normal duties.	0.95	
Attitude	Using Smartphone is a good idea.	0.90	0.890
	Using Smartphone would be pleasant.	0.90	
	I think using Smartphone at work is a good idea.	0.92	
	I think using Smartphone to help entertain me is a good idea.	0.92	
Behavioural Intention	I intend to use Smartphone from now onwards.	0.81	0.806
	I intend to use Smartphone frequently for personal use.	0.85	
	I intend to use Smartphone for professional work.	0.83	

Sources: Authors Compilation

DISCUSSION AND MANAGERIAL IMPLICATIONS

This paper proposes a revised TAM framework for enhancing our understanding of a smartphone user's attitudes toward usage. As one of the earliest efforts, this study tried to validate TAM consistent with the previous studies that apply TAM. However, the current study has a few limitations that need to be recognized. The total sample population invited to participate (N=222) in the survey still represents a very tiny fraction of the millions of Smartphones. Future research needs to focus on a larger, cross-section of Smartphone users and a more diversified random sample to verify the findings of the current study. Future studies can include data analysis from usage purpose, social media sites, such as Facebook, Google, YouTube or Twitter. There are many variables in the behavioral theories that need to be investigated to improve the prediction of Smartphone acceptance and usage behavior suggested by TAM model. Future studies can help in determining other factors and extending our research model. Further research is strongly encouraged to examine more influencing factors. The external validity of our findings should be tested by future research as the data of this study was collected from a random sample through online survey. Future research can be still more exhaustively conducted with respondents of different demographic profile. Future studies should endeavor to construct a comprehensive model of consumers' smartphone adoption by examining more determinants such as customer satisfaction, perceived enjoyment, etc. as suggested by Palka et al.

Despite these limitations, the researcher remains confident that the current empirical study on the TAM model can be helpful for future researchers, practitioners, and educators in the area of Smartphone usage.

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INFLUENCE OF INDIVIDUAL INTEREST & JOB SATISFACTION ON JOB PERFORMANCE

Arulsubila M.⁴ Dr. Soundaram C. S.⁵

ABSTRACT

In India, the vast majority of people work for money, for livelihood and maintenance of family. To have a fuller understanding of people's motivation at work it is important to understand attitudes, job satisfaction and interests, as they are integral part of work motivation. Job satisfaction describes how content our individual is with his or her job. Job satisfaction is defined as the amount of overall positive affect (or feelings) that individuals have towards their job (Feldman and Arnold 1983). Job satisfaction is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies enthusiasm and happiness with one's work. A satisfied worker is more likely to be creative, flexible, innovative and loyal. Dissatisfaction in work force is associated with low turnover, absenteeism, withdrawal, counterproductive behavior and poor mental or physical health. A real interest is always behind qualitative and quantitative production. An interest is generally acquired through experience. For the study, a sample of 50 RPF personnel was administered Job Satisfaction Scale, Thurstone Interest Schedule and self-performance appraisal form. The data was analyzed with SPSS for Chi-Square and ANOVA. The results revealed that age and years of experience does not influence job satisfaction and job performance but individual interest alone influences job performance.

KEYWORDS

Job Satisfaction, Job Performance, Individual Interest, Years of Experience etc.

INTRODUCTION

Job satisfaction is the satisfaction derived from any pursuit directed by the process of fulfillment of the needs. It is the favorableness or unfavorableness with which employees view their work. It results from specific attitudes of employees in three areas viz., specific job factor, and individual adjustment on the job and group relationship.

Kalleberg (1977) defines job satisfaction as "an overall affective orientation on the part of individuals toward work roles which they are presently occupying." The conceptualization implies that job satisfaction is a unitary concept and that individuals may be characterized by some somewhat vaguely defined attitude toward their total job situation. Thus, it must be distinguished from satisfaction with specific dimensions of those work roles.

JOB SATISFACTION AND PERFORMANCE

Job satisfaction is generally perceived to be directly linked to productivity as well as to personal well-being. A satisfied worker is more likely to be creative, flexible, innovative and loyal. For the organization, job satisfaction of its workers means motivated and committed high quality performance (Increased productivity). A satisfied work force is associated with few grievances and good labor management relations. Dissatisfied workforce is associated with low turnover, absenteeism, withdrawal, counterproductive behavior and poor mental or physical health. Low job satisfaction can interfere with production and lead to faulty products, poor service, theft etc. Factors related to the job itself such as using talents, creativity, responsibility, recognition have influence on the job satisfaction. Age is one of the factors affecting job satisfaction. Studies conducted in five different countries prove that the elder workers are more satisfied. Kose has also found a meaningful relation between the age and job satisfaction. For the organization, job satisfaction of its workers means motivated and committed high quality performance (Increased productivity). A satisfied work force is associated with few grievances and good labor management relations.

INDIVIDUAL INTEREST AND JOB PERFORMANCE

A real interest is always behind qualitative and quantitative production. An interest is generally acquired through experience. So before making the final selection, the interests of workers are ascertained. People differ in their interest. Therefore, a person must

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not be expected to perform any task satisfactorily. He may do only that work well in which he is interested. So acquired interests may also be at the root of individual differences.

REVIEW OF LITERATURE

Katherine Anne Earl (2014) studied “Interest congruence and job satisfaction: a quantitative review”. The present analysis comprised of 79 studies, 988 correlations, and 140 samples addresses methodological issues presented in the three previously published meta-analyses, finding significant corrected correlations between job satisfaction and interest congruence measured by matched scale score at $\rho = .20$, 95% CI [.15, .24] and interest congruence measured with congruence indices at $\rho = .08$, 95% CI [.04, .11]. A significant relationship between overall interest congruence and satisfaction was found at $\rho = .09$, 95% CI [.06, .12].

Zeynep Oktug (2013) examined “The moderating effects of age and tenure on the relationship between organizational identification and job satisfaction”. Data were obtained using a survey method from a sample of 180 sales assistants in Istanbul. Two different types of tenure were examined, namely organizational tenure and job tenure. Regression analyses were conducted in order to test the moderating effects of age, organizational tenure and job tenure. The results of the study showed that, while age and organizational tenure do not moderate the relationship, job tenure moderates the relationship between organizational identification and job satisfaction of employees.

Allison Laura Cook, B.A., Daniel A. Newman (2008), investigated “Job satisfaction and job performance: Is the relationship spurious?”. This study presents a meta-analytic estimate of the population-level relationship between job satisfaction and job performance, controlling for commonly studied predictors of both. Structural equation modeling of the meta-analytic correlation matrix suggests a residual correlation of .16 between job satisfaction and performance - roughly half the magnitude of the zero-order correlation.

Timothy A. Judge et al., (2001), investigated “The Job Satisfaction-Job Performance Relationship: A Qualitative and Quantitative Review” a new meta-analysis was conducted on 312 samples with a combined N of 54,417. The mean true correlation between overall job satisfaction and job performance was estimated to be .30. In light of these results and the qualitative review, an agenda for future research on the satisfaction-performance relationship is provided.

PROBLEM AND HYPOTHESES

Aim

- To analyze the influence of individual interest and job satisfaction on their job performance.

Objectives of the Study

- To find the influence of individual interest and job satisfaction on their job performance.
- To find the difference between individual interest and job satisfaction on performance between the age group of 20 to 40 years and 41 to 60 years of age.

Hypotheses

- There will be a significant association of age with job satisfaction, individual interest and job performance.
- There will be a significant association of years of experience with job satisfaction, individual interest and job performance.
- There will be a significant difference between means of job satisfaction, individual interest and job performance.

METHOD OF INVESTIGATION

Nature of Research Design

The research design used for this study is descriptive statistical study. It is one of the quantitative or conclusive research methods.

Selection Criteria of Sample

The following inclusion and exclusion criteria were adopted for selection of the sample:

Inclusion Criteria: Good health status, Male RPF personnel in the age group of 20-60 years, experienced personnel from 5 to 26 years and above.

Exclusion Criteria: Female RPF personnel, below 5 years of work experience, designation above inspectors were excluded.

Sampling Technique

After defining, the population based on exclusion and inclusion criteria, a sample of 30 RPF personnel were selected, through simple random sampling method. Random sampling from a finite population gives each possible sample in the entire population an equal chance of being selected. (Kothari, 1985).

Sample Description

The samples included in this study were RPF personnel from Inspectors to constables from Railway Protection Force, Tiruchchirappalli division with an education from schooling to post-graduate. They were also selected based on years of experience. The total sample consisted of 50 in the age group of 20 to 60 with an experience of 5 years to 26 years and above.

Variables Used for the Present Study

Independent Variable: Individual interest and job satisfaction.

Dependent Variable: Job performance.

TOOLS USED FOR STUDY

- Thurstone Interest Schedule by Thurstone, 1931.
- Job Satisfaction Scale by Bubey, B. L., Uppal, Verma.
- Performance Appraisal,
- **Personal Data Sheet:** This personal data sheet gives information about the demographic details like age, education, years of experience.

Thurstone Interest Schedule by Thurstone 1931

The blank consists of 100 squares, each containing 2 occupation names of which the examinee may indicate his preference, or may accept or reject both. Ten interest groups are represented: physical science, biological science, computational, business, executive, persuasive; linguistic, humanitarian, artistic, and musical. Scores from 0 to 20 are obtained for each group, and are plotted as a profile. Scale reliabilities (odd-even, corrected) range from .90 to .96.

Job Satisfaction Scale by Bubey, B. L., Uppal, Verma: Job Satisfaction Scale (Dubey, et. al., 1989): Dubey, Uppal and Verma developed this scale in 1989. The purpose of this test is to measure job satisfaction in industrial and banking setup. The test can be administered both individually and in-group. The test contains 25 items which are rated on 5 point scale ranging from strongly agree to strongly disagree and the scores ranges from 0 to 4. Test-retest reliability of the scale is 0.64 and split half reliability coefficient is 0.72. The scores of this scale are independent of age, education and salary. Low scores indicate satisfaction and high scores indicate dissatisfaction. Interpretation- 0-33 Low Satisfaction, 34 – 67 moderately satisfied, 68 – 100 Dissatisfied.

Performance Appraisal

Self-Performance Appraisal Questionnaire was used to analyze the performance of the sample. It consists of 10 questions on a 5-point scale ranging from 1 to 5. The subjects can evaluate the statements based on their judgment – Always, Frequently, Sometimes, Rarely, Not at all. The questionnaire is independent of age, education and salary.

Procedure for Data Collection

The study sample consisted of 50 RPF personnel from Tiruchirappalli division. The Assistant Commissioner of Railway Protection Force was approached to seek permission regarding data collection. He was also explained the purpose and importance of the study by the investigator. After obtaining permission, a convenient date was fixed and the selected employees were briefed about the objective and purpose of the study. The employees were instructed about filling the questionnaire and the filled questionnaire was collected.

Ethical Consideration: The participation in the study was voluntary and participants' confidentiality was ensured. To secure the concern of the participants, the researcher explained all-important details. The respondents were informed that they could withdraw from the study even during the process. Thus, the participants were not forced to participate in the research.

Statistical Analysis used in Study: The data collected was subjected to analysis using statistical packages for social sciences (SPSS). The data was analyzed with Pearson Chi Square test and ANOVA.

RESULT AND DISCUSSION

Table-1: Details of Demographic Variables

Variables	Category	N	Percent
Age	20 – 40 years	29	58.0
	41 – 60 years	21	42.0
Years of Experience	5 years and below	8	16.0
	6 years – 15 years	19	38.0
	16 years – 25 years	11	22.0
	26 years and above	12	24.0

Sources: Authors Compilation

Table-2: Shows the Association for Age with Job Satisfaction, Individual Interest and Job Performance

S. No.	Variables	Category	Age		X ² Value	Significance
			20 – 40 Years	41 – 60 Years		
1	Job Satisfaction	Dissatisfied	2	0	2.795 NS	.247
		Low Satisfaction	11	12		
		Moderate Satisfaction	16	9		
2	Individual Interest	Low	8	5	.278 NS	.870
		Medium	13	11		
		High	8	5		
3	Job Performance	Average	23	15	.415 NS	.813
		Moderate	5	5		
		Low	1	1		

Note: P> 0.05 NS – Not Significant

Sources: Authors Compilation

The above Table-2 shows the X² value of job satisfaction, individual interest and job performance. The values obtained are not significant so it rejects the hypothesis that “There will be a significant association of age with job satisfaction, individual interest and job performance”.

Table-3: Shows the Association for Years of Experience with Job Satisfaction, Individual Interest and Job Performance

S. No.	Variables	Category	Years of Experience				X ² value	Sig
			5 years & below	6-15 years	16-25 years	26 years & above		
1	Job Satisfaction	Dissatisfied	0	2	0	0	10.55NS	.103
		Low Satisfaction	4	4	8	7		
		Moderate Satisfaction	4	13	3	5		
2	Individual Interest	Low	3	4	2	4	2.97 NS	.813
		Medium	3	10	7	4		
		High	2	5	2	4		
3	Job Performance	Average	8	15	7	8	5.77 NS	.449
		Moderate	0	3	4	3		
		Low	0	1	0	1		

Note: P> 0.05 NS – Not Significant

Sources: Authors Compilation

The above table shows the values of job satisfaction, individual interest and job performance with years of experience. The p value obtained is not significant. So the proposed hypothesis that “There will be a significant association of years of experience with job satisfaction, individual interest and job performance” is rejected.

Table-4 shows differences between means of job satisfaction, individual interest and job performance.

Table-4: ANOVA

Variable		Sum of Squares	d.f.	Mean Squares	F	Sig.
Job Satisfaction	Between groups	512.201	2	256.101	.864 NS	.428
	Within groups	13936.219	47	296.515		
Interest	Between groups	14670.976	2	7335.488	8.968**	.001
	Within groups	38442.944	47	817.935		
Job Performance	Between groups	112.337	2	56.169	3.09 NS	.055
	Within groups	854.163	47	18.174		

Note: P> 0.05 NS – Not Significant

** P< 0.01 Significant.

Sources: Authors Compilation

The above table shows the F value, where job satisfaction and job performance values are not significant but individual interest is significant. Thus the proposed hypothesis that, “There will be a significant difference between means of job satisfaction, individual interest and job performance” is accepted.

DISCUSSION

Job satisfaction has important implications on quality of work, experience, employee’s mental health and physical adjustment. Ultimately, it may have a direct or indirect effect on organizational effectiveness influencing productivity, absenteeism, turnover and other aspect of employee’s behavior. Bos et al. revealed in their study that job satisfaction increases with age. The differences in job satisfaction related to age are greater than the differences associated with other factors like gender, education or income. With increasing age, the rewards also increases and that can be a reason for the positive relation between age and job satisfaction.

From the present study on “Influence of individual interest and job satisfaction on their job performance”, the results indicate that age does not influence job satisfaction, individual interest and job performance. It is found that a year of experience does not have any influence on job satisfaction, individual interest and job satisfaction. However, it is seen that individuals with 6-15 years of experience higher number of individuals have moderate satisfaction, medium interest and average job performance. The findings are similar to the previous study Zeynep Oktug (2013). But from the samples (n-29) in the age group of 20-40, when considering the levels of all three variables it can be said that in the age group of 20-40, there is a higher number of individuals with moderate job satisfaction(n-16), (n-13) with medium level of interest and (n-23) with average performance compared to individuals in 41-60 years. This variation may be due to the factors that individual in the age group 20-40 are in early adult stage where it can be their first job and the job may be perceived from a learning perspective for professional growth that is leading to better performance.

These findings are similar to study by Katherine Anne Earl (2014). When comparing the means of job satisfaction, individual interest and job performance it is found that individual interest alone influences job performance.

CONCLUSION

The study found that job satisfaction does not influence job performance with more number of years of experience and age ranging from 20-60. The study also revealed that individual interest alone influences job performance.

LIMITATION

The sample consisted of only 50, so the sample size should be increased for generalization. The sample consisted of only males.

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A STUDY ON JOB SATISFACTION OF WORKING EMPLOYEES

R. Buvaneswari⁶

ABSTRACT

The term job satisfaction reveals and focuses on the likes and dislikes of the employees. In this particular study the researchers tries to identify the causes for satisfaction and dissatisfaction among the employees. So this is the most effective and selective instrument for diagnosing and peeping into the employee's problems. Job satisfaction survey can give the most valuable information the perceptions and causes. For satisfaction / dissatisfaction among the employees attitude towards job satisfaction may be either positive or negative. This positive feeling can be reinforced and negative feelings can be rectified. This survey can be treated as the most effective and efficient way, which makes the workers to express their inner and real feelings undoubtedly.

The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is feeling accompanying the attainment by an impulse of its objective. Job satisfaction does mean absence of motivation at work. Research workers differently described the factors contributing job satisfaction and job dissatisfaction. It may be noted here that human resource should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance, which ultimately decides, and attainment of goals. However, the employee performance is largely, influenced by motivation and job satisfaction.

KEYWORDS

Work-Life Conflict, Work-Life Balance, Role Conflict etc.

INTRODUCTION

Every human being possess him own unique resource, if properly channels it by supportive and supplement, ultimately for achieving organization goals. As proper breathing and diet is necessary to healthy human being so as is contentment to the job satisfaction. This contentedness ultimately acts as a key factor to human resource development. A perfectly contentment and satisfaction motivates an employees to be confident with a high morale, it is an asset to organization as a whole. Thus, the high motivation and morale of an employee make him to remain in the organization and encourage him to face cutthroat competition and gives him enough dynamism to face challenges.

DEFINITION

Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job.

Hop Pock describes job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause and person truthfully to say I am satisfied with my job". Job satisfaction is defined as the "Pleasurable emotional state resulting from the appraisal of one's job as achieving of facilitating the achievement of one's job values".

OBJECTIVES OF STUDY

- To identify prominent areas of satisfaction among employees.
- To identify working condition.
- To identify pay and promotion potential.
- To identify the worker relation.

SCOPE OF STUDY

- This study is helpful to the organization for identifying the area of dissatisfaction of job of the employees.
- It is helpful to identify the employer's level of satisfaction towards welfare measure.

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LIMITATION OF STUDY

- Short span of time, the main limitation is of less availability of short time.
- Span of time some inaccuracy may have occurred.
- Biasness on the part of respondents some respondents were not ready to reveal the true information.
- Inaccurate access due to short span of time it was not possible to access all employees, as factory is wide.

REVIEW OF LITERATURE

In a study by Goyal (1995) on Labour Welfare and Job Satisfaction undertaken on six cotton textile industries in Punjab (two units each of the public, cooperative and private sectors) on a random sample of 350 workers (50 workers from every unit studied) representing all the departments from blow room to packing, found that only few of the workers were highly satisfied with their job, majority of them were satisfied, while some of them were not satisfied with the job. The satisfied workers outnumbered the workers who are not satisfied. The private sector has the maximum number of workers (80.67 percent) satisfied with their jobs.

Raja Gopal Rao (2002-03) research on Employees' Attitudes towards Organisations and Managements in Urban Co-operative Banks: A Study observed employee's attitude towards their organizations and management in Urban Co-operative Banks. Among a sample of 500 employees of twenty urban cooperative banks, most of the respondents were happy with their organization, majority of the respondents opined that they were very happy with their organizations, while some of them expressed that they were not happy with their organizations.

Katuwal and Randhawa (2007) titled. A Study of Job Satisfaction of Public and Private Sector Nepalese Textile Workers, an investigation was made to compare the job satisfaction of 372 workers in the public and private textile sectors in Nepal. The sample was selected based on stratified random sampling. The results of the study revealed that few of the textile workers were highly satisfied with their job, while the remaining showed either moderate or low levels of job satisfaction.

From the review of literature, it can be concluded that employees experience different levels of job satisfaction at their work place. However, most of the studies have revealed that employees in India are largely moderately satisfied with their job.

Table-1: The Respondents Opinion about Stress in Job

Respondents Opinion About Stress in Job	Number of Respondents	Percentage
Agree	10	10
Strongly Agree	20	20
Strongly Disagree	60	60
Disagree	10	10
Total	100	100

Sources: Primary Data

It is inferred that the 10 Percentage of the employees agree 20 Percentage of the employees strongly agree, 60 Percentage of the employees strongly disagree and 10 Percentage of the employees disagree for the opinion data related to stress in job

Table-2: The Opinion of the Respondents that Overall Extremely Satisfied with the Job

Respondents Opinion	Number of Respondents	Percentage
Agree	30	30
Strongly Agree	34	34
Strongly Disagree	20	20
Disagree	16	16
Total	100	100

Sources: Primary Data

It is inferred that the 30% of the respondents agree, 34% of the respondents strongly agree, 20% of the respondents strongly disagree and 16% of the respondents disagree for the opinion that the respondents are overall extremely satisfied with their job.

Null Hypothesis (H₀): There is no significant difference between Experiences of the respondent in career development in the organization.

Table-3: Oneway Anova Test

Overall Satisfaction Level of Respondents on the Service	Sum of Squares		d.f.	Mean Squares	F	Sig.
	Between Groups	69.848	3	23.283	55.5	.000
	Within Groups	48.652	116	.419		
	Total	118.500	119			

Sources: Primary Data

Here the significance has a null value. Hence, H_0 is rejected. There is a significant difference between income level of the respondent and overall satisfaction level of respondents.

Alternate Hypothesis (H_1): There is a significant difference between Experiences of the respondent in career development in the organization.

Table-4: Oneway Anova Test

Null Hypothesis (H_0): There is no significant difference between age of the respondent and targeted related incentives.

Overall Satisfaction Level of Respondents on the Service	Sum of Squares		d.f.	Mean Squares	F	Sig.
	Between Groups	6.819	3	3.273	3.212	.003
	Within Groups	77.548	116	0.655		
	Total	94.367	119			

Sources: Primary Data

Here the significance was occurs and has a value of 0.003.Hence H_0 is rejected. There is a significant difference between age of the respondent and target related to incentives.

Alternative Hypothesis (H_1): There is significant difference between age of the respondent and targeted related incentives.

FINDINGS

- The majority 48% of respondents are getting Rs. 20,000 – Rs. 30,000 monthly salary.
- The majority 54% of the respondents have cordial relationship with supervisor.
- The majority 42% of the respondents agree that the working conditions are safe in workplace.
- The majority 42% of the respondents agree that they get adequate leave.
- The majority 40% of the employees are satisfied with the level of satisfaction on targeted related incentives.
- The majority 44% of the respondents strongly agree that the management is flexible and understands that importance of work and personal life.
- The majority 40% of the respondents are strongly agree that the senior encourages high achievement by reducing the fear of failure.
- The majority 26% of the respondents are feels that the pay package is adequate.
- The majority 46% strongly disagrees that their views and participation are valued.
- The majority 54% of the respondents agree that the people who are hard work and results oriented are praised and rewarded.
- The majority 60% strongly disagree for the data related to stress in job.
- The majority 34% of the respondents strongly agree for the opinion that the respondents are overall extremely satisfied with their job.

SUGGESTIONS

- Communicate clear goals and expectations to your employees.
- Encourage employees to find a personal fit with the company culture.
- Support employees in their work and growth.
- Satisfaction in job and cordial relationship is very important for a worker.
- People who are hardworking and results oriented must be rewarded.
- Senior must communicate the areas of improvement in job.

CONCLUSION

Human resource is the major ingredient for the organization to attain its objectives. To be effective, Human resource function in the organization should work closely with the line functions. If the HR policies and activities are continuously assessed and reviewed, it can spun workers towards the goals of the organization. When the workers are satisfied on their job, they can work effectively and help to attain the company's objectives. The workers are satisfied with the areas of teamwork, Communication and information flow, opportunities to utilize skills and talents, Salary level, job responsibility. The organization should provide better career development opportunities to increase the level of interest in their work and involvement of the supervisors.

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