

## IS AGE A CONSIDERING FACTOR FOR JOB SATISFACTION AND JOB PERFORMANCE OF IT EMPLOYEES?

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### **Abstract:**

The aim of the study is to find out the positive association among job satisfaction and job performance and to know how the mediating factor age influence job satisfaction and job performance. In this research the author first tries to find out how positively job satisfaction leads an employee to do better job performance. Secondly, the author tries to analyze whether age has any impact on job satisfaction and job performance. For analyzing this, the author has chosen around 296 responses and used SPSS for calculating the data. The result shows that age has no impact on job satisfaction and performance. Job satisfaction is highly related to job performance. The researcher has found that it has a positive relationship also. Employees also suggests that it would give more satisfaction if incentives were given based on their preferences. By doing this research a greater level contribution would be given to the IT organizations. If organizations follow this approach, there will be higher level of work efficiency done by the employees.

*Keywords:* IT employees, Job Performance, Job Satisfaction.

### **Introduction:**

Human resource is one of the major resources in the service industries. Managing this resource is very crucial and at the same time it is very interesting too. Several studies have proved that if employees are happy the organization will go happy. Satisfying an employee might be easy or very simple to say but actually it is very difficult as the process may vary from one person to another. However, satisfying every employee has become a mandatory concept in each and every organization to attain organizational goals. Research suggests that by giving incentives, appreciating employees for the work done, concerning about their welfare measures, paying for their performance, etc., has a positive impact on employee satisfaction. Thus, encouraging employees, will result in increased satisfaction of employees. If employees' satisfaction increases, then automatically their job performance will increase. This will help the organization to attain its objectives.

To find out how incentives satisfy employees and to do their work effectively and how they vary from age to age has been taken as a study. This made an attempt to prove this via quantitative research. The main aim of finding this is, if employees got satisfaction, it will not only lead them

in performing their work better, but also it will induce employees to stay in the organization which leads to increase in retention rate. It will reduce the recruitment cost, selection cost, investing money in giving training and development to the employees. This statement has strongly suggested by Padilla-Velez (1993). If intensive research has not been done in this area, then the organization has to face the worst and the bad time in the financial sector.

#### **Job Satisfaction:**

Job satisfaction is an important aspect of an individual and organization level. An employee remains more interested in doing the job when he/she is satisfied in his/her job. Therefore, an individual looks for those aspects of a job which are related to his own value systems, such as, nature, attitude towards work associates, supervisor and officers, tenure, job security, employment or service condition, wages and other allowances, bonus, opportunity for advancement i.e., promotion policy, punishment procedures, housing, medical aid.

#### **Job Performance:**

When an employee is happy, he/she will do his/her work better. Therefore, it is mostly based upon the satisfaction of employees. If employees perform well, organizations will run successfully. It is not that if he is not satisfied, he will not do his work. When a manager assigns some work, he may have the potential to complete that given work in 2 hours. Lack of satisfaction in an employee may lead him to make an inordinate delay in his work. This may impact negatively in achieving the organizational goals. Therefore, it is necessary for the organization to look into whether the employees are working to the fullest of their potential or not. If the employees are not working according to their potential, then the organization should find a remedy to avoid or diminish the loss.

#### **Literature Review:**

##### ***Job Satisfaction:***

It is one among the organizational culture topics that has been researched the most, and it is seen as being of the utmost importance from an economic, charitable, and a moral standpoint (Chelladurai, 1999). The findings of Cranny, Smith, and Stone (1992), it is found that more than 5000 published journals and papers have discussed various aspects of job satisfaction. The words of Mitchell & Larson (1987), the most significant and commonly studied facet of organizational behavior is job satisfaction. Particularities Numerous studies have revealed that having a more amount of job satisfaction provides benefits for a variety of different businesses (Prockl, Teller, Kotzab, & Angell, 2017; Smith Randolph, 2005). In contrast, the degree of work satisfaction in similar industries (such as the service industry) depends mostly on a number of other criteria, including the nation, earning potential, and vocation (Bednarska & Szczyt, 2015).

##### ***Job Performance:***

It is an act of accomplishment of completing a specific task (Simanjuntak, 2011). It indicates that job performance is a task an employee completes in the firm. Organizational support, managerial effectiveness, and the job performance of every employee are the three primary variables that have the greatest impact on an organization's ability to accomplish its tasks. Each unit of an organisation is divided into divisions, and each division has some employees (Simanjuntak, 2011). As opposed

to this, work performance, in the words of Rivai, Sagala, Murni, and Abdullah (2008), it is based on the work and the results of that job.

**Objectives:**

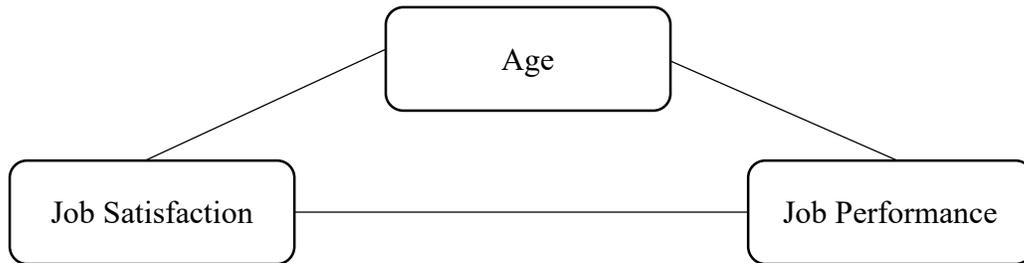
- To find out the positive association among job satisfaction and job performance
- To know how the mediating factor age influence job satisfaction and job performance.

**Hypothesis:**

On the basis of literature review and objectives, the framed null hypothesis for the study is:

- There is no relationship among job satisfaction and job performance
- There is no impact among age and job satisfaction
- There is no impact among age and job performance
- There is no mediating effect of age among Job performance and Job satisfaction

**Conceptual Model:**



**Research Methodology:**

Investigators have constructed the questionnaire for analyzing “Influence of Promotion towards Job Satisfaction with the mediating effect of Age”. Surveys were conducted using convenience sampling and descriptive research methodologies. Employees who are from IT industries were given the questionnaire. The questionnaire was distributed to 296 respondents using the random sample approach to obtain the primary data.

**Data Analysis:**

SPSS (Statistical Package for Social Sciences) was applied to evaluate descriptive statistics of individuals in order to identify the impact of work satisfaction on work performance. The Andrews Hayes Process was used to explore the moderating influence of age on work satisfaction and job performance, and the Chi-Square test was used to analyze the relationship among age and job satisfaction. The Cronbach Alpha Value was determined to assess the reliability, and it is 0.890.

*Table 1: Demographic Variables’ Chart*

Demographic Variables		Frequency	Percentage
Gender	Male	97	61

· Female	63	39
<b>Age</b>		
· 21-25	98	33
· 26-30	54	18
· 31-35	55	19
· 36-40	41	14
· 41-45	30	10
· >45	19	6
<b>Occupation</b>		
• Fresher	99	33
• Senior	65	23
• Team Leader	51	17
• Manager	45	15
• Senior Manager	36	12
<b>Income Monthly</b>		
· 10,000-25,000	88	30
· 26,000-50,000	64	23
· 51,000-75,000	70	25
· 76,000-1,00,000	24	10
· >1,00,000	32	12
<b>Performance Evaluation</b>		
• Every Month	2	1
• Once in Three Month	5	2
• Once in six Months	84	28
• Once in a Year	205	69
• Once in Two Years	0	0
<b>Educational Qualification</b>		
· Diploma	7	2
· Undergraduate	119	39
· Postgraduate	120	40
· Professional Courses	50	18
· PhD	3	1

**Mediation Analysis:**

**Process of Andrew F Hayes**

Model = 1

Y = Job Performance

M = Age

X = Job Satisfaction

**Findings:**

Table 2:

R	R-sq	MSE	F	df1	df2	p
.6346	.4024	12.2124	94.1862	3.0780	419.0000	.0000

Source: Primary data\* 1% level of significance

Table 2.1: Effect of Age on Job Satisfaction

	Coefficient	SE	t	p	LLCI	ULCI
Constant	5.6799	1.6482	3.4472	.0007	2.4423	8.9183
Job Satisfaction	.4061	.0575	7.0775	.0000	.2933	.5198
Age	-1.0381	.8088	-1.2834	.2001	-2.6286	.5535
Int_1	.0191	.0296	.6493	.5174	-.0363	.0764

Source: Primary data

**R-square increase due to interaction(s)**

Table 3: Effect of Age on Job Performance

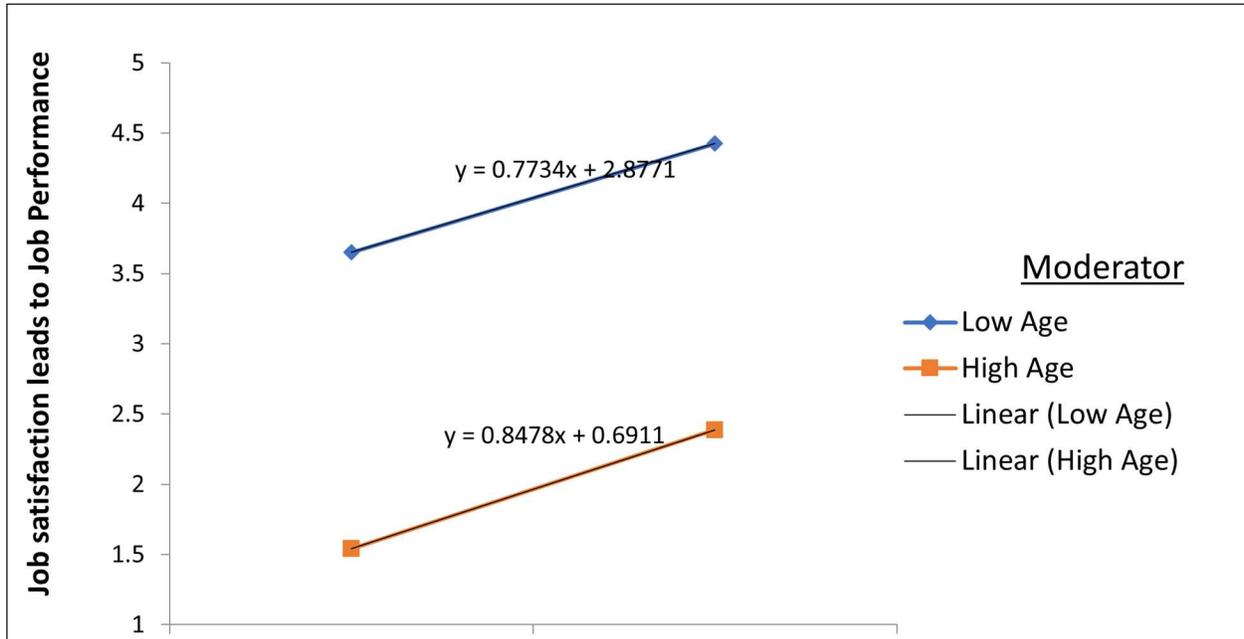
R2-change	F	df1	df2	P
.0007	.4232	1.0000	418.0000	.5184

Source: Primary data

The stated calculations taken from the Hayes process which shows how age may be applied to manage the association among job performance and job satisfaction. Using SPSS and a sample

size of 296, the Hayes Model No. 1 procedure was utilized to examine the moderating impact. This study reveals that the age is not an influencing factor for job performance and job satisfaction. The results are mentioned below as a summary.

The regression evaluation demonstrates the effect of each element on the outcome factor. The inferred empirical assessment reveals that the results suggest that the p-value is not extraordinarily high, with a p-value of .5103 (0.05). As a result, the incorrect conjecture is accepted, and the alternative hypothesis H is rejected.



The confidence level for the mediating variable in the provided model (LLCI = -.0376 and ULCI = .0748) involves 0, implying that age has no mitigating influence on work performance and job satisfaction.

**Chi-square to understand the association concerning Job Satisfaction and Job Performance.**

*Hypothesis Framing:*

H<sub>0</sub>: There is significant difference among Job Satisfaction and Job Performance.

H<sub>1</sub>: No significant difference among Job Satisfaction and Job Performance.

Table 4: Chi-square

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
<b>Chi-Square</b>	1308.480 <sup>a</sup>	580	0.000
<b>Ratio</b>	787.461	580	0.000

<b>Linear-by-Linear Association</b>	159.393	1	0.000
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Results from Table 4 Because the Chi-square significance level is 0.000, i.e.,  $p < 0.05$ , we discovered an important difference among job satisfaction and job performance. As a result, it is noteworthy. That represents H1 is rejected, and it is possible to conclude that there is a connection between Job Satisfaction and Job Performance.

### **Finding and Discussion:**

#### ***On Demographical Data:***

Table 1 demonstrates that male respondents outnumber female respondents by 61 percent to 39 percent. According to age groupings, respondents aged 21-25 years had the largest percentage (33%). According to the respondents' profession level, freshers answered to the questionnaire at a high rate of 33 percent. Based on their monthly earnings, respondents regarded Rs.10,000-25,000 as high. According to the time of performance review, 69 percent of employees' organizations use a once-a-year appraisal. According to the education qualification, 40% of respondents have a PG education degree.

#### ***Relationship between job satisfaction and job performance:***

When the employees satisfied with the job, job performance follows suit. Employees are engaged in job performance when they tend to fulfil job satisfaction and ensure that all of their desires are realised. When wishes are fulfilled, an emotional relationship is formed between job happiness and job performance. This study demonstrates that there is no age-related moderating effect between work performance and job satisfaction. This study coincides with the findings of (Akram 2018; Ruby Evangelin, Navitha Sulthana, A., & Vasantha Shanmugam 2021), which indicate that age has no effect on motivation or satisfaction. Job happiness has affected the replies. Respondents of all ages expect pleasure at a certain level. Job satisfaction among IT personnel appeared to range from modest to exceptional. The most rewarding features were the organisation as a whole, development opportunities, and the job itself, whereas the least satisfying were the immediate superior, working conditions, and salary.

### **Conclusions:**

The advancement of technology provides several incentives for personnel in the firm to meet their objectives and wants. However, long-term gratification of gluttonous inspiration is uncomfortable due to variable effects. Employees will feel more satisfied if they are given incentives. This study found that the HR practices and management styles used in this setting aided in the development of incentives, which were subsequently linked to work satisfaction and job performance. Employee incentives may promote a stronger feeling of job satisfaction, which leads to improved job performance. Managing employee requirements is a difficult task. As a result, the company must carefully examine the policies and programs and act accordingly. If the employees. As a result, the

company must carefully examine the policies and programs and act in accordance with them. If the employees are satisfied, the organizations will be satisfied with the job.

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