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## INFLUENCE OF PERSONAL FACTORS ON JOB ATTITUDE: A STUDY ON IT EMPLOYEES OF BANGALORE CITY

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### Abstract:

The present study is carried with the objectives to explore the relationship among job attitude (job involvement, job commitment and job satisfaction) and the influence of demographic factors on job attitude of private sector enterprises employees in Karnataka. Purposive and quota sampling methods were used to collect data. The present study consisted 1320 IT sector employees (Small sector = 576, Medium Sector = 438 and Large sector = 306) from Bengaluru city. Job attitude scale was used to collect the primary data. The obtained results revealed, there is a correlation between some variables and some were not correlated and personal factors has influenced job attitude. The obtained results were discussed in detail.

Key Words: Job attitude, personal factors, IT sectors and Employees.

### Introduction:

In the recent decades, the Indian IT industry has gained visibility globally, as it has attracted substantial attention from the international media and business interest for its high potential, high quality and cost effective manpower resources, proactive policy framework, specialized Organizations and facilities; state of art infrastructure and quality of service. The Indian IT professionals are the most sought after by IT Companies all over the globe. In India also the IT professionals are well paid and are offered world class benefits. Therefore, job in IT sector is a dream come true for many young educated professionals in India and they strive towards this goal. They also get an opportunity to live and work abroad in addition to attractive pay package and benefits. The rise of IT industry in India brought in drastic changes in life style, sociality, family structure, self identity and attitude of the urban middle class in India. IT professionals were looked upon with respect as they enjoyed better social status and were envied lot.

A predisposition or a tendency to respond positively or negatively towards a certain idea, object, person, or situation. Attitude influences an individual's choice of action, and responses to challenges, incentives, and rewards (together called stimuli). Attitude towards job plays very vital role in IT sectors. If employee is happy, satisfied and have positive attitude towards job, his chance of staying back in the organization will be high and will be having intention to stay in the organization and gives his best to the same. Job commitment is the feeling of responsibility that a person has

towards the mission and goals of an organization. When an individual has job commitment, he or she is more likely to perform tasks and responsibilities that will help an organization achieve a goal. Job involvement refers to the psychological and emotional extent to which you participate in your work, profession and company beyond simply punching in, performing your tasks and punching out. In some instances, people become overly involved with their jobs, leading to stress. In other instances, increasing your job involvement is the best way to enhance your career. Job Involvement refers to the psychological and emotional extent to which someone participates in their work, profession and company. Showing up to work on time is half the battle. Top performers are engaged in their work and have high job involvement. There have been several studies that directly correlate high job involvement with job satisfaction and how it makes a difference in the organization. For example, Lodahl and Kejner's job involvement scale has been used by corporations in order to gauge their employee's level of satisfaction. Job satisfaction is the level of contentment a person feels regarding his or her job. This feeling is mainly based on an individual's perception of satisfaction. Job satisfaction can be influenced by a person's ability to complete required tasks, the level of communication in an organization, and the way management treats employees. Job satisfaction is a variable matter. It usually depends on the mind of employee/worker. Positive attitude regarding to any work of a person is stated as job satisfaction. It is a mental condition of a person to any type of work. Someone may feel satisfaction to a work and in contrary another person may feel unsatisfactory to the same work depending on their attitude regarding the work/job. E. A. Locke quoted as "Job Satisfaction is a pleasurable or positive emotional state from the appraisal of one's job or experience." Keith Davis stated as " Job satisfaction is a set of the favorable or unfavorable feelings with which employees view their work."

In the commencement of the 20th century, the focal point of organizations with regards to human resource management (HRM) was to capitalize on profits and productivity throughout the appliance of scientific management tools and techniques as envisage by Frederick Winslow Taylor. Which results, improved efficiency and higher pay packages, but faced with opposition by the labor unions and employees due to its depressing impacts on the workers i.e. job losses and high stress levels (Stoner et al., 1995). The phenomenon of 'job commitment' is currently conceptualized as the relative strengths of an employee's identification with and involvement in a respective institution because of an attitudinal variable. If worker perceive task attributes positively, then they are more likely to find their job significant and be satisfied with their jobs (Kord, 2012). On other side, the behavioral approach, commitment can be views as being purely instrumental and not psychosomatic. The theory of this approach is that the workforce retains their association with an institution as a result of the perceived cost of leaving. The workforces consider commitment as a force, which bind an employee to a respective institution (Adriaenssens et al., 2006).

Over the last five decades, the job satisfaction is broadly researched as the individual's feelings (Rayton, 2006). It as the individual's "positive or pleasurable emotional state resulting from an appraisal of one's job or job experiences" (Locke, 1976). Several theories have been used by researchers that fall in two groups to explain the concept of job satisfaction, i.e. content and process theories.

The employees will present enhanced returns in shape of work of greater importance, if their worker's requirements are met. The Job satisfaction is interconnected to the performance, which are

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achieved in the course of different job related activities and rewards. The committed and satisfied workforces are usually the performer and contributor towards enhancing institutional productivity (Nawab et al., 2011; Irfan et al., 2013). Volkwein & Zhou (2003), Lambert (2003) have recognized that job satisfaction is influenced by a collection of personal attributes and job characteristics e.g. the gender, tenure, age, autonomy, co-worker's relationships, teamwork and supervisors, satisfaction with pay, job variety, similarly the studies found that stressful work conditions negatively affect employee's job satisfaction such as Volkwein & Zhou (2003) and Lambert & Hogan (2009). To study the correlation among job involvement, job commitment and job satisfaction (job attitude) and the influence of demographic factors on job attitude the study taken with the following objectives.

### Objectives:

1. To study the relationship among job attitude (job involvement, job commitment and job satisfaction) of private IT sectors (small, medium and large) enterprises in Karnataka
2. To investigate the influence of demographic factors on job attitude of private IT sectors (small, medium and large) enterprises in Karnataka

### Hypotheses of the Study:

**Ha<sub>1</sub>:** There is a relationship among job attitude (job involvement, job commitment and job satisfaction) private IT sectors (small, medium and large) enterprises in Karnataka

**Ha<sub>2</sub>:** Factors such as Age, Gender, Education, Length of service in present organization, Financial Commitment, Residential Status and Total experience significantly influence to job attitude of private IT sector enterprises in Karnataka

*From the above main hypothesis, again sub hypotheses were formulated.*

### Sample:

By using quota and purposive sampling techniques data was collected in the present study. In the present study 1320 Employees are taken. Among them there were male and female employees, who represent the IT sectors from Bengaluru city, are taken as sample for this study. Membership companies are classified into Small, Medium and Large companies.

- **Small:** Companies with gross revenues of less than Rs. 50 Crore
- **Medium:** Companies with gross revenue between Rs. 50 – 200 Crores
- **Large:** Companies with gross revenue of over Rs. 200 Crore

**Table no. 1: Showing Sample Distribution of the study**

Classification	No. Of Employees	Percentage
Small	576	43.63
Medium	438	33.18
Large	306	23.18
<b>Total</b>	<b>1320</b>	<b>100</b>

## Tool Used to Collect the Data:

### Job Attitude Scale

Job Attitude Scale (JAS), was used to measure the attitude of the employees towards their job. The scale focuses on three dimensions such as Job Commitment, Job Involvement and Job Satisfaction. The Job Attitude Scale is a self-administered one. This is also a five point Likert scale (ranging from 1= Strongly Disagree to 5= Strongly Agree).

**Table no.2: Showing Job Attitude**

Sl. No:	Job Attitude	No. of statements
1	Job Commitment	11
2	Job Involvement	9
3	Job Satisfaction	10

### Data Collection:

In the present study primary and secondary data were collected. First, secondary data was collected with help of NASSCOM (National Association of Software and Services Companies), Bengaluru Regional Office, Bengaluru. The names of registered IT sectors were observed, then these were classified in to three groups based on the revenue of the sectors as small, medium and large IT sectors. After classification of the IT sectors in to three groups, companies were selected and primary data was collected. In the collection of primary data, at initial stage participants were informed about the purpose of the study and their consent was taken. After taking the consent from the participants, Demographic Questionnaire was administered to obtain Individual's personal information. Participants have completed the questionnaire that aim to assess job attitude. The responses given by each person are carefully scrutinized for wrong marking and omission. The answer sheets which are complete in all respects were retained and the rest were rejected. Each response sheet is hand-scored.

### Results and Discussion:

**Ha<sub>1</sub>:** There is a relationship among job attitude (job involvement, job commitment and job satisfaction) private IT sectors (small, medium and large) enterprises in Karnataka

**Ha<sub>1.1</sub>:** There is a relationship among job attitude (job involvement, job commitment and job satisfaction) of small private IT sectors enterprises in Karnataka.

**Table no. 3: Correlations among Job Attitude of Small IT sector**

Sl.No	Variables	Mean	Job Commitment	Job Involvement	Job Satisfaction
1	Job Commitment	14.14		.118	.040
2	Job Involvement	13.56			-.094
3	Job Satisfaction	12.76			

An observation of table no.3 shows that Job Commitment of small scale IT sectors employees has no significant relation with Job Involvement ( $r=0.118$ ) and Job Satisfaction ( $r=0.40$ ) respectively. Similarly, Job Involvement also has no significant relationship with Job Satisfaction ( $r=-0.094$ ).

**Ha<sub>1.2</sub>:** There is a relationship among job attitude (job involvement, job commitment and job satisfaction) of medium level private IT sectors enterprises in Karnataka

**Table no. 4: Correlations among Job Attitude of Medium IT sector**

Sl.No	Variables	Mean	Job Commitment	Job Involvement	Job Satisfaction
1	Job Commitment	24.76		.754***	.485***
2	Job Involvement	25.19			.604***
3	Job Satisfaction	26.31			

\*\*\* $p < 0.001$ ; Very Highly Significant

An inspection of table no.4 shows that Job Commitment of medium scale IT sectors employees has positively very high significant relation with Job Involvement ( $r=0.754^{***}$ ) and Job Satisfaction ( $r=0.485^{***}$ ) respectively. Similarly, Job Involvement also has significantly very high relationship with Job Satisfaction ( $r=0.604^{***}$ ).

**Ha<sub>1.3</sub>:** There is a relationship among job attitude (job involvement, job commitment and job satisfaction) of large private IT sectors enterprises in Karnataka

**Table no. 5: Correlations among Job Attitude of Large IT sector**

Sl.No	Variables	Mean	Job Commitment	Job Involvement	Job Satisfaction
1	Job Commitment	35.34		.125	.078
2	Job Involvement	40.12			.928***
3	Job Satisfaction	40.18			

\*\*\* $p < 0.001$ ; Very Highly Significant

A view of table no.5 indicates that Job Commitment of large scale IT sectors employees has no significant relation with Job Involvement ( $r=0.125$ ) and Job Satisfaction ( $r=0.78$ ) respectively. But

contrary to this Job Involvement also has positively very high significant relationship with Job Satisfaction ( $r=0.928^{***}$ ).

**Ha<sub>2</sub>:** Factors such as Age, Gender, Education, Length of service in present organization, Financial Commitment, Residential Status and Total experience significantly influence to Job Attitude (Job Commitment, Job Involvement and Job Satisfaction) of private IT sector enterprises in Karnataka

**Ha<sub>2.1</sub>:** Factors such as Age, Gender, Education, Length of service in present organization, Financial Commitment, Residential Status and Total experience significantly influence to Job Commitment of private IT sector enterprises in Karnataka

**Table no. 6: Results of Stepwise multiple regression analysis of the personal factors significantly contributing to Job Commitment of IT sectors employees**

Sl. No	Factors	Beta Coefficient	Standard error	Contributed R <sup>2</sup>	t-Value
1	Education	8.215	0.700	0.387	11.742 <sup>***</sup>
2	Age	2.694	0.615	0.050	4.377 <sup>***</sup>
3	Gender	-3.571	0.985	0.032	-3.624 <sup>***</sup>

Overall Adjusted R<sup>2</sup> = 0.462

<sup>\*\*\*</sup>p<0.001; Very Highly Significant

Overall F ratio=63.690; P<0.001

An inspection of table no. 6 reveals that out of many factors three factors such as, Education, Age and gender have significantly contributed to 46.2% of variance. It means that 46.2% of variance on Job Commitment of IT sector employees can be predicted with high degree of confidence which is very highly significant (F=63.690; P<0.001). Education has contributed 38.7% on Job Commitment of IT sector employees, which is significantly very high (t=11.742; P<0.001). Age has contributed 5.0% of variance on Job Commitment of IT sector employees, which is significantly very high (t=4.377; P<0.001) and gender has contributed 3.2% of variance on Job Commitment which is significantly very high but negative (t=-3.624; P<0.001).

Thus, it can be inferred from the above that the IT sector employee's education has contributed significantly very high to Job Commitment and Age also has contributed significantly very high to Job Commitment. But gender has contributed significantly very low Job Commitment compared to other factors.

**Ha<sub>2.2</sub>:** Factors such as Age, Gender, Education, Length of service in present organization, Financial Commitment, Residential Status and Total experience significantly influence to Job Involvement of private IT sector enterprises in Karnataka

**Table no. 7: Results of Stepwise multiple regression analysis of the personal factors significantly contributing to Job Involvement of IT sectors employees**

Sl. No	Factors	Beta Coefficient	Standard error	Contributed R <sup>2</sup>	t-Value
1	Education	9.579	0.857	0.364	11.181***
2	Age	3.640	0.746	0.063	4.878***
3	Gender	-4.438	1.193	0.034	-3.719***

Overall Adjusted R<sup>2</sup> 0.454

\*\*\*p&lt;0.001; Very Highly Significant

Overall F ratio=61.765; P&lt;0.001

An inspection of table no.7 reveals that out of many factors three factors such as, education, Age and gender have significantly contributed to 45.4% of variance. It means that 45.4% of variance on Job Involvement of IT sector employees can be predicted with high degree of confidence which is very highly significant (F=61.765; P<0.001). Education has contributed 36.4% on Job Involvement of IT sector employees, which is significantly very high (t=11.181; P<0.001). Age has contributed 6.3% of variance on Job Involvement of IT sector employees, which is significantly very high (t=4.878; P<0.001) and gender has contributed 3.4% of variance on Job Involvement which is significantly very high but negative (t=-3.719; P<0.001).

Thus, it can be inferred from the above that the IT sector employee's education has contributed significantly very high Job Involvement and Age also has contributed significantly very high Job Involvement. But gender has contributed significantly very low Job Involvement compared to other factors.

**Ha<sub>2,3</sub>:** Factors such as Age, Gender, Education, Length of service in present organization, Financial Commitment, Residential Status and Total experience significantly influence to Job Involvement of private IT sector enterprises in Karnataka

**Table no. 8: Results of Stepwise multiple regression analysis of the personal factors significantly contributing to Job Satisfaction of IT sectors employees**

Sl. No	Factors	Beta Coefficient	Standard error	Contributed R <sup>2</sup>	t-Value
1	Education	10.020	0.905	0.360	11.076***
2	Age	3.786	0.789	0.061	4.796***
3	Gender	-4.957	1.257	0.039	-3.943***

Overall Adjusted R<sup>2</sup> 0.453

\*\*\*p&lt;0.001; Very Highly Significant

Overall F ratio=61.398; P&lt;0.001

An inspection of table no. 8 reveals that out of many factors three factors such as, education, Age and gender have significantly contributed to 45.3% of variance. It means that 45.3% of variance on Job Satisfaction of IT sector employees can be predicted with high degree of confidence which is very highly significant ( $F=61.398$ ;  $P<0.001$ ). Education has contributed 36.0% on Job Satisfaction of IT sector employees, which is significantly very high ( $t=11.076$ ;  $P<0.001$ ). Age has contributed 6.1% of variance on Job Satisfaction of IT sector employees, which is significantly very high ( $t=4.796$ ;  $P<0.001$ ) and gender has contributed 3.9% of variance on Job Satisfaction which is significantly very high but negative ( $t=-3.943$ ;  $P<0.001$ ).

Thus, it can be inferred from the above that the IT sector employee's education has contributed significantly very high Job Satisfaction and Age also has contributed significantly very high Job Satisfaction. But gender has contributed significantly very low Job Satisfaction compared to other factors.

### **Discussion:**

The significant relationship was not found among Job Commitment, Job Involvement and Job Satisfaction of the employees of small IT sectors of the Bengaluru city. From the above placed table no. 4, all factors of job attitude of employees of medium level IT sectors are significantly very high and positively correlated to each other. It means all have significant relation among each other. Previous studies also have proved the correlation between Job Satisfaction and Job Commitment to be strong. Thus it is stated that feeling of involvement in the work, sense of accountability and opportunity for independent thought and action renders highest level of satisfaction to employees. It means more commitment towards job proved to be more involvement and satisfaction with job and same to all factors. A strong correlation, and in fact a causal relationship between Job Satisfaction, employee commitment and involvement has been established in several studies to date. These findings are in support of earlier studies where, the levels of Job Satisfaction, involvement and Job Commitment are significantly related. An inspection of the table no. 5 reveals that job attitudes of employees of large IT sector have no significant relation with each other except Job Involvement and Job Satisfaction. The relationship with these two are significantly very high and positive. It can be inferred from the obtained results that satisfaction in the job happens when employees attain opportunities to express their talents, co-operation from the management, carry adequate pension benefits and consistency with social status. Further, these acquired factors lead them to be involved in the job, to finish soon a work that have undertaken, to accomplish the work which have accepted, give more importance to work life and many more.

The obtained results of Job Commitment of employees working in IT sectors, has revealed the existence of positive correlation with factors like, education and Age. Therefore, the higher education of the employees leads them to be more committed with their job and even as the Age increases, commitment towards the job will also increase. Meanwhile, gender has negative influence on Job Commitment. The results of Job Involvement of employees working in IT sectors, has revealed the existence of positive correlation with factors like, education and Age. Therefore, the higher education of the employees leads them to be more involved with their job and even as the Age increases, commitment towards the job will also increase. Meanwhile, gender has negative influence on Job

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Involvement. The above displayed table no. 8 revealed that Job Satisfaction of employees working in IT sectors, has shown positive correlation with factors like, education and Age. Therefore, the higher education of the employees leads them to be more satisfied with their job and even as the age increases, the satisfaction towards the job will also increase. Meanwhile, gender has negative influence on Job Satisfaction.

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