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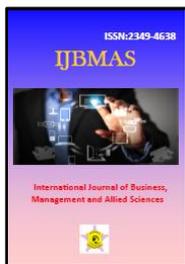
**THE EFFECT OF JOB ATTITUDES ON EMPLOYEE JOB PERFORMANCE
AMONG NURSING STAFF IN SELECTED HOSPITALS IN MALAPPURAM
DISTRICT**

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ABSTRACT

Employee performance is a substantial dimension when it comes to health care sector. Particularly the role of nurses is very critical when it comes to treatment of patients. Performance of such employees is influenced by Job related attitudes like satisfaction, work commitment and job involvement. Employee performance is the summation of commitment and involvement towards their organization and its value. Work related attitudes are the feelings employees have towards various aspects of the work environment. Job satisfaction, job involvement and organizational commitment are three key attitudes that are the most relevant to key outcomes. When people have more positive work attitudes, they may have the inclination to perform well. Therefore the objective of this study is to analyse the impact of employee attitudes on job performance. The dependent variable was employee job performance and the independent variable was employee job attitudes consist with three sub variable named; job satisfaction, organizational commitment and job involvement.

KEYWORDS: Job attitudes, Employee performance, job satisfaction, organizational commitment and job involvement.

1. INTRODUCTION

Attitudes have substantial effects on the behaviour of a person at work. Attitudes are evaluative statements—either favourable or unfavourable—concerning objects, people, or events. They reflect how one feels about something (Robbins, 2003). An attitude is a tendency to make certain kinds of judgments about people, issues and events, usually in specific situations. Personal attitudes are a reflection of the broad values detained by the individual. Some of the areas of attitudes that a person in the domain of work is concerned with are superior, subordinates, peers, supervision, pay, benefits, promotions or anything that leads to trigger positive or negative reactions. These attitudes reflect a specific person's likes and dislikes towards other people, objects, events and activities in that person's

neighbouring environment. Some of the strong attitudes are probable to affect person's behaviour and this makes the enthusiasm to study and know about attitudes.

Job performance is considered as a key parameter in every profession. Particularly in healthcare services and the medical profession job performance is considered one of the key factors shaping the growth of the system (C Platis 2015). An effective and productive organisation needs its manpower to be glad and satisfied with their job profiles so that they can put in their efforts for the overall development of the organization. It is essential to identify the variables associated with the employee and organizational performance which have an influence on worker's performance and attitude in organization. Job satisfaction is an important area of research; it is associated factor which can enhance job performance. Various studies have defined that job satisfaction and job performance have a dynamic relation to a business.

Health sector is one of the important system in a society which needs to be function systematically. Healthcare has become one of India's largest sectors - both in terms of revenue and employment. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment. The Indian healthcare sector is rising at a brisk pace due to its strengthening coverage, facilities and increasing expenditure by public as well private players. Performance of employees in health sector comprises timeliness of the initiation of the treatment, regular evaluation, availability, communication, explanation given regarding tests, health advice etc. which influence the patient need satisfaction.

Amos & Ristow (2004) studied that effective management of job performance was critical if the goals and objectives of the organization were to be achieved. Organizations were in existence to succeed and the attainment of the strategy through individual output places the attention directly on performance. Great attention of organizational topics that related to attitude and behaviour such as organizational Commitment, job satisfaction, job involvement and job performance has been sparked by its potential benefits to Individuals and organizations.

II. REVIEW OF LITERATURE

Richard Joseph Long (1979) explored the how employee ownership may be related to job attitudes, job behaviour, and organisational performance. A conceptualisation of the possible relationships between employee ownership, job attitudes and organisational performance, and variables which moderated these relationships. The central premise of this study is that employee ownership may affect job attitudes both directly through the effects of individual share ownership and indirectly by changing patterns of organisation influence and employee participation in decisions

Moorhead and Griffin (1999) job performance is made up of all work - related behaviour.

Porter and Lawler (1968) Job performance is the accomplishment of those tasks that comprise a person's job.

Tietjen & Myers (1998) discusses the theories of job satisfaction mentioned by Herzberg and Lockers. Job Satisfaction is always maximum when an employee is satisfied with the work which is assigned to him. A well-furnished office and the temperature of the work environment doesn't help much whereas the base duty allotted in the job and the intrinsic related feelings of an individual creates a positive attitude in him about the job. Salary, perks always doesn't lead to job satisfaction it is the intrinsic feelings of an individual which leads to job satisfaction.

Sharma and Bajpai (2010) The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational level.

Abdullah and Ramay (2012) that the relation between job security and organisational commitment was the most significant followed by work environment. Pay satisfaction and participation in decision making had low correlations with organisational commitment. Age and tenure seemed to affect the commitment of employees, with higher commitment shown for higher age and tenure whereas gender did not show significant change in commitment level of employees. The study could not bring in the effects of three components of commitment and their relation in the existing study.

SS Gopalan et al. (2013) Examined the performance motivation of community health workers (CHWs) and its determinants on India's Accredited Social Health Activist (ASHA) programme. Their study that no association established between their level of dissatisfaction on the incentives and the extent of motivation. Their study established inadequate healthcare delivery status and certain working modalities reduced their motivation.

Objectives.

- To identify the relationship between job performance and job satisfaction of employees
- To study the relationship between organizational commitment and job performance of employees
- To study the relationship between leadership and job performance of employees.

Hypothesis

H1: There is a positive relationship between job involvement and job performance of employees.

H2: There is a positive relationship between organizational commitment and job performance of employees

H3: There is a positive relationship between job satisfaction and job performance of employees

III. RESEARCH METHODOLOGY

Researcher adopted the descriptive research design, it is a fact that finding investigation which is aimed at describing the characteristics of individual, situation or describing the state of affairs as it exists at present and also used to find a solution to the existing problem.

Population of the study consists of nurses of selected hospitals in Malappuram district. The sample size taken for the study is 125 employees.

Sources of Data

Primary Data: Data collected in this study is of primary data. Primary data was collected through questionnaire method and survey conducted among the employees.

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

Statistical Tool Used For Data Analysis

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

IV. DATA ANALYSIS AND INTERPRETATION

Univariate and bivariate analyses were carried out in order to achieve the set of objectives and to test the hypotheses of the study. Pearson correlation were used to test hypotheses and descriptive statistics were used to conduct univariate analysis.

IV.1 Univariate Analysis

IV.1 .1 Frequency Distribution Analysis of Independent Variables (Job Involvement, Organizational

Table 1: Frequency Distribution Analysis for Independent Variables

Commitment, Job Satisfaction)

	Job Involvement	Organisational Commitment	Job Satisfaction
N	125	125	125
Mean	3.848	3.992	4.176
Std. Error of Mean	0.08803	0.08688	0.07625
Median	4	4	4
Mode	4	5	4
Std. Deviation	0.9842	0.97133	0.85255
Variance	0.969	0.943	0.727
Skewness	-0.566	-0.574	-0.903
Kurtosis	-0.419	-0.726	0.278

Interpretation:

Table 1 depicts the frequency distribution analysis which was made individually for the variable; job satisfaction, organizational commitment and job involvement. The mean value of the distribution for job satisfaction is 4.1760. Thus it can be identified as respondents were "satisfied" with their job. The Skewness and Kurtosis of the distribution were -.903 and .278, which indicate that the data recorded for the job satisfaction are approximately normally distributed.

According to the table 1, the mean value of the organizational commitment, was 3.9920. Thus, it can be identified that the respondents were "committed" to their organization. The Skewness and Kurtosis of the distribution were -.574 and -.726. When considering the frequency distribution analysis for job involvement, the mean value of the distribution was 3.8480. Thus it can be identified that the respondents were "involved" in their job. The Skewness and Kurtosis of the distribution were -.566 and -.41.

IV.1 .2 Frequency Distribution Analysis for Dependent Variable (Job Performance)

Table 2: Frequency Distribution Analysis for Dependent Variable

Job Performance	
N	125
Mean	3.456
Std. Error of Mean	0.1038
Median	3
Mode	3
Std. Deviation	1.1605
Variance	1.347
Skewness	-0.206
Kurtosis	-0.932

Interpretation: As indicated by the table 2, the mean value of the distribution is 3.456. Thus, it can be identified that job performance of respondents were "high". The skewness and Kurtosis of the distribution were -.206 and -.932, which indicate that the data recorded for the job performance were approximately normally distributed.

IV.2 Bivariate Analysis

IV.2.1 Correlation Analysis

The bivariate analysis includes correlation analysis which was used to investigate the relationships between job performance and work related attitudes in terms of job satisfaction, organizational commitment, job involvement and job performance. Using the Pearson Correlation with one-tailed test of significance, the correlation analysis was used to investigate the relationships exists.

Table 3: Correlations between Independent Variables and Dependent Variable

		Job Performance	Job Involvement	Organisational Commitment	Job Satisfaction
Job Performance	Pearson	1	.089	.032	.098
	Correlation				
	Sig. (1-tailed)		.161	.362	.140
	N	125	125	125	125
Job Involvement	Pearson	.089	1	-.271**	.138
	Correlation				
	Sig. (1-tailed)	.161		.001	.063
	N	125	125	125	125
Organisational Commitment	Pearson	.032	-.271**	1	-.076
	Correlation				
	Sig. (1-tailed)	.362	.001		.199
	N	125	125	125	125
Job Satisfaction	Pearson	.098	.138	-.076	1
	Correlation				
	Sig. (1-tailed)	.140	.063	.199	
	N	125	125	125	125

** . Correlation is significant at the 0.01 level (1-tailed).

Interpretation:

According to the table 3, Pearson correlation between Job Involvement and job performance was .089, which a positive relationship between Job Involvement and job performance. Further the found relationship was positive but weak. The relationship was statistically significant as correlation was significant at 0.01 level (1-tailed). Thus H1 was accepted, as there was statistical evidence to claim that Job Involvement and job performance was positively related.

Pearson correlation between organizational commitment and job performance was .032, which shows positive relationship between organizational commitment and job performance. The found relationship was positive but weak. The relationship was statistically significant as correlation was significant at 0.01 level (1-tailed). Thus H2 is accepted, as there was statistical evidence to claim that organizational commitment and job performance was positively related.

Pearson correlation between Job Satisfaction and job performance was .098, which shows a positive relationship between Job Satisfaction and job performance. The found relationship positive but weak. The relationship was statistically significant as correlation was significant at 0.01 level (1-tailed). Thus H3 was accepted, as there was statistical evidence to claim that Job Satisfaction and job performance was positively related.

V. DISCUSSION

According to the frequency distribution analysis which was made separately for the variable; job satisfaction, organizational commitment and job involvement. The mean value of the distribution for job satisfaction is 4.1760. Thus it can be identified as respondents were "satisfied" with their job. The mean value of the organizational commitment, was 3.9920. Thus, it can be identified that the respondents were "committed" to their organization and the frequency distribution analysis for job involvement, the mean value of the distribution was 3.8480. Thus it can be identified that the respondents were "involved" in their job. The mean value of the distribution for job performance is 3.456. Thus, it can be identified that job performance of respondents were "high".

Pearson correlation between Job Involvement and job performance was .089, which a positive relationship between Job Involvement and job performance. The relationship was statistically significant as correlation was significant at 0.01 level (1-tailed). Pearson correlation between organizational commitment and job performance was .032, which shows positive relationship between organizational commitment and job performance. The relationship was statistically significant as correlation was significant at 0.01 level (1-tailed). Pearson correlation between Job Satisfaction and job performance was .098, which shows a positive relationship between Job Satisfaction and job performance. The relationship was statistically significant as correlation was significant at 0.01 level (1-tailed). Thus there was statistical evidence to claim that Job Satisfaction and job performance, Job Involvement and job performance and organizational commitment and job performance was positively related.

VI. CONCLUSION

In this competitive period performance of an organization becomes one of the vital aspect to survive. So, for achieving the perceived expectation, organization must forecast a systematic human resource management and correspondingly need to prepare their staff to meet organisational objective Since job performance is one of the important factor for a business to compete in this global market, the purpose of present study is to explain and empirically test the effect of attitude towards work that is job satisfaction, job involvement and organizational commitment, to the employee job performance.

We can infer from this study that, there is a significant and positive relationship between job attitude (job satisfaction, organizational commitment and job involvement) and job performance in nurses in various hospitals in Malappuram district in Kerala.

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