

## **A STUDY ON HYBRID WORKING MODEL AND ITS IMPACT ON EMPLOYEE PERFORMANCE AND PRODUCTIVITY**

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### **Abstract**

*Job satisfaction refers to the level of contentment and fulfilment an individual experiences in their job or work environment. It's a multi-dimensional construct that encompasses various aspects of an individual's job, environmental perceptions, relationship with co-workers, organizational commitment values with organizational goals. Job satisfaction is essential for all industries. This study focuses towards Tata Electrical Private Limited (TEPL) in Krishnagiri, Tamil Nadu, which is a notable entity in the region. It is involved in the manufacturing of precision electronic components. It has provided a significant number of job opportunities in Krishnagiri, particularly benefiting women. The researcher prefers to know the level of satisfaction by constructing various statements based on environmental precisions, attitudes towards co-workers and organizational commitments. These statements are tested through a structural equation model (SEM) based on the questionnaire collected from 200 respondents.*

**Keywords:** *Job satisfaction, environmental perceptions, Organizational commitments.*

### **Introduction**

Krishnagiri district is one of the 38 districts of Tamil Nadu state, in India. Krishnagiri district shares boundary with three states and hence has a culturally diverse population making it a good choice for conducting this study. Tata Electrical Private Limited (TEPL) is a Greenfield venture of Tata Group that manufactures precision electronic components. Job satisfaction varies among the employees due to various factors. Generally, in people who progress in a given job over a period of years, their job satisfaction tends to decrease. There are two phases in the working area: the “honeymoon phase” for those who have recently joined, particularly after completing their studies, where job satisfaction tends to increase.. This is the common scenario at TEPL. The second phase is the “job hangover phase”, where satisfaction may decrease after working in the same place for a few months.

The district is the hub for Mango cultivation with approximately 25 industries processing

mangoes. Recently, due to the availability of infrastructure, other industries are growing rapidly. One of these industries is Tata Electrical Private Limited, which has breathed new life into many people of Krishnagiri by providing job opportunities, especially to women. There is great potential for the development of this district if women are highly competent in performing their duties. TEPL aims to create a conscientious socio-economic footprint with a target of employing 85 per cent of women in its workforce. TEPL also works towards making a difference in the social and cultural landscape in the surrounding areas by necessary intentions and assistance in health, hygiene and education.

### **Review of Literature**

\*Lise M. Saari and Timothy A. Judge (2004)<sup>1</sup> in the paper 'Employee Attitudes and Job Satisfaction, explore the disconnect between Human Resources (HR) practices and scientific research concerning employee attitudes and job satisfaction. It aims to identify three significant gaps: causes of employee attitudes, ramifications of varying job satisfaction levels, and methods to assess and influence employee attitudes. The study delves into how internal and external factors, the employee, and the situation substantially impact employee attitudes. Additionally, it examines the positive influence of employee attitudes and job satisfaction on organizational effectiveness, shedding light on the need for alignment between HR strategies and empirical research in these critical areas.

\*\*Egan (2004)<sup>2</sup> et.al in the paper titled 'The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention', investigate the correlation between employee learning and performance outcomes within an IT organizational context in the United States. The research focused on a sample of IT employees examining the interplay between organizational learning culture, job satisfaction, and various organizational outcome variables. Notably, the findings indicate a positive relationship between motivation and transfer learning, as well as a connection between organizational culture and employee job satisfaction. Furthermore, the study highlights the negative impact of both organizational culture and job satisfaction on turnover intention, emphasizing the significance of fostering a conducive learning culture and job satisfaction to mitigate turnover intentions.

\*\*\* Mohd. Amin Ahmed (2014)<sup>3</sup> in his paper ‘Transfer of training among the participants attending multiple skills for administrative support staff’, highlights the critical challenge of training faced by all organizations, focusing on the transfer of training –applying or providing training to employees. The effectiveness of this transfer is influenced by two main factors trainee characteristics and training design. Despite favourable trainee characteristics, the transfer of training fell short of expectations due to insufficient learning levels during the training.

\*\*\*\* Sanjay Pandey & Archana Agrawal (2014)<sup>4</sup> et.al in the paper titled ‘The impact of emotionally intelligent individuals, work teams and managers on organisational effectiveness, explain that emotional intelligence is a crucial factor for both business success and personal fulfilment. It drives employee innovation, creativity, and productivity, enabling individuals to excel in the workplace. Moreover, it empowers leaders to inspire and extract the best performance from their teams, ultimately enhancing organizational effectiveness.

### **Objective of the study**

Identify the factors that impact job satisfaction among employees at Tata Electrical Private Limited.

### **Methodology of the study**

#### **Sampling Techniques**

The study employed simple random sampling

#### **Data Collection**

The sample size of the study was 200. Primary data was collected using questionnaire and interview schedule methods, incorporating constructs such as environmental perceptions, attitude towards coworkers, Organizational Commitment, and staying intentions utilizing a five-point scale.

#### **Reliability**

The reliability test was made for the demographical and ordinal scale constructed questions. The Cronbach’s Alpha of reliability test was calculated to be 0.856. This indicates a high level of reliability for the variables in the questionnaire, ensuring stability, consistency and suitability of the results.

### Statistical Tool Used

Structural Equation Modeling (SEM) was employed in this study to analyze the correlations and regressions among the independent variables namely Environmental Perceptions, Attitudes towards Coworkers and Organizational commitment. SEM is a robust statistical technique that allows for the examination of complex relationships and interdirections within the given model. By utilizing SEM, the comprehensive approach enabled a deeper exploration of the factors influencing various aspects of workplace dynamics and employee behaviour, providing valuable insights for organizational development and management strategies.

### Limitations of the study

- Only 200 workers responded to the questionnaire
- There is a possibility that personal bias may arise when respondents answer the respondent
- The Study is limited to Krishnagri district

### Result and Discussions

Statistical techniques like simple percentage, mean score and factor analysis were utilized to identify the factors contributing to job satisfaction among TEPL workers.

**Table 1: Demographical response of respondents**

Demographic Details		Frequency	Percentage (%)
Gender	Male	16	8
	Female	184	92
Total		200	100
Age Group	Up to 30 years	72	36
	31 – 40 Years	54	27
	41-50 Years	43	21.5
	Above 51Years	31	15.5
Total		200	100
Nature of jobs	Full time	102	51
	Part time	96	49
Total		200	100

Table t presents the demographic details of a sample of 200 respondents, focusing on gender, age group, and nature of jobs. The data shows that 92% of the respondents being female and 8% being male. The majority of the respondents (36%) fall within the age group of up to 30 years, followed by 27% in the 31-40 year age range, 21.5% in the 41-50 years range and 15.5% above 51 years. The highest representation in the age group upto 30 years suggests a significant presence of young adults in the sample. The data presents information about the nature of jobs, 51% are engaged in full –time jobs, while 49% are involved in part-time employment.

Abbreviations Details

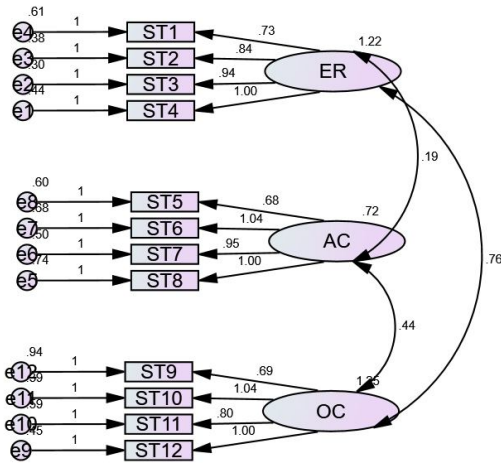


Figure1. Structure Equation Modelling

- ER: Environmental Perceptions**  
 ST1-comfortable with physical job  
 ST2: working place  
 ST3: Few obstruction  
 ST4: Best working environment
- AC: Attitudes toward co-workers**  
 ST5: Happy with co-workers  
 ST6: Sharing the feelings  
 ST7: Do with co-workers even days off  
 ST8: Treating same with co-workers
- OC: Organisational Commitment**  
 ST9: Gives sense of accomplishment  
 ST10: Willing to do more for the success.  
 ST11: Sense of loyalty to TEPL  
 ST12: Feel proud to work in TEPL

Table 2: Workers Job satisfactions in TEPL

Model	Chi-Square	D F	Ch i- sq uare/df	P- value	GFI	A G FI	NFI	C FI	RM ES A
Study Model	77.285	51	1.51	.010	.941	.910	.939	.978	.051
Recommended Value	-	-	< 3	>0.05	0.8-0.9	0.8-0.9	0.8-0.9	0.8-0.9	< 0.08

Source: Primary data

Table 2 describes to justify the study SEM model fitness. Except RMESA rest of the values correlated with recommended values. Therefore it is concluded that all the factors for the study model explain the worker's enterprise perceptions, attitude towards co-workers and Organizational commitments.

A) **Table 3: Regression Weights**

			Estimate	S.E.	C.R.	P	Label
ST4	<---	ER	1.000				
ST3	<---	ER	.940	.060	15.769	***	par_1
ST2	<---	ER	.837	.058	14.411	***	par_2
ST1	<---	ER	.735	.063	11.634	***	par_3
ST8	<---	AC	1.000				
ST7	<---	AC	.950	.111	8.543	***	par_4
ST6	<---	AC	1.039	.124	8.401	***	par_5
ST5	<---	AC	.684	.095	7.194	***	par_6
ST12	<---	OC	1.000				
ST11	<---	OC	.797	.065	12.332	***	par_7
ST10	<---	OC	1.039	.069	15.061	***	par_8
ST9	<---	OC	.688	.073	9.400	***	par_9

**Source: Primary Data**

The table explains the estimates of the weights assigned to each predictor variable (ST1 to ST12) in the regression model. For the predictor ST3, the estimated regress weight is 0.940, the standard error (S.E) is 0.060, and the critical ratio (C.R) is 15.769. The p-value (P) is less than 0.001(\*\*\*), indicating that this predictor has a statistically significant effect on the outcome (ER). For the predictor ST8, the estimated regress weight is 0.950, the standard error (S.E) is 0.111, and the critical ratio (C.R) is 8.543. The p-value (P) is less than 0.001(\*\*\*), indicating that this predictor has a statistically significant effect on the outcome (AC). In the predictor ST11, the estimated regress weight is 0.797, the standard error (S.E) is 0.065, and the critical ratio (C.R) is 12.332. The p-value (P) is less than 0.001(\*\*\*), indicating that this predictor has a statistically significant effect on the outcome (OC).

Each predictor (ST1 to S12) has a corresponding estimated regression weight, standard error, critical ratio, and p-value, allowing us to assess the importance and significance of each predictor in the model in predicting the outcome variables.

Finally, it is concluded that environmental perceptions, attitudes with co-workers and organisational commitment are the predictor variables for measuring job satisfaction invariable among the workers in all locations.

### Findings

- The study reveals that the majority of the respondents are women (92%)
- The age group of the respondent falls in between 21-30 years (36%)
- Most of the respondents are performing their work permanently.
- In terms of factors influencing employees at Tata Electrical Private Limited (TEPL) in Krishnagiri, environmental perceptions, attitudes towards co-workers, and organizational commitments emerge as the primary factors affecting the working population. These factors play a pivotal role in influencing the decision of individuals to work at TEPL.

### Conclusion

The study indicates a significant gender disparity, with 92% of the respondents being women. This high representation of women suggests a potential focus on gender diversity within the workforce, possibly reflecting efforts to promote inclusivity and equal opportunities for women in the employment sector, particularly at Tata Electrical Private Limited in Krishnagiri. Its work environment, culture and the organization's commitment to its employees are critical aspects that influence recruitment and employee retention strategies and emphasize the importance of considering gender diversity and catering to the preferences of different age groups when formulating human resources and organizational policies

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