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EDITORIAL

It is heartening to see that the ninth issue of the VICHAARA AN INTERNATIONAL JOURNAL OF MANAGEMENT has been brought out successfully. An educational journal is a platform where knowledge gets amplified and disseminated; research results and innovations are documented and unique experiences are shared for enhancement of knowledge. The design architecture of Vichaara is made in such a way that it becomes a comprehensive document to reflect the different dimensions of Management discipline. Business Research forms the core part wherein original, empirical based research papers are included. This issue comprises articles on recent issues in business world from different disciplines. These articles show a methodological way of conducting a research and presenting their findings. Findings on technology influence, cultural changes in the organizations, behavioural changes among the consumers and their expectations have been presented with relevant facts. We invite scholarly articles and research papers and write ups on robust cases. Suggestions and views from readers and scholars are solicited for the qualitative improvement of the Journal.

SELF-EFFICACY IMPROVING EMPLOYEE PERFORMANCE IN IT SECTOR

Dr. Ravindran, Assistant Professor. Presidency College, Bangaluru

ABSTRACT:

Human Resource Management focuses on the most key element of the organization. A major concern of every organization should be to contribute positively towards the achievement of its objective. Hence, it is required for a manager to monitor and measure the performance of employees. This was carried out for the purpose of Improving Employee Performance in IT sector. Simple random sampling method is adopted for collecting the primary data through a structured questionnaire from 320 IT employees. This study reveals that majority of the employees feel that as the best performance in the IT sector. It also reveals that most of the employees are being aware of the employee performance model used in the organization. It shows that majority of the employees are satisfied with current performance in IT sector and feel performance important that helps to improve the performance. This research recommends giving promotions based on performance, experience, and educational qualification rather than focusing on educational qualification only. It also suggests that Performance feedback to be obtained from the employees so that Employee Performance system gives a proper assessment of contribution to the organization. Employee performance improving can be conducted more effectively by using right tools and properly reviewing and updating the performance appraisal program.

Keywords: *Self-Efficacy, Employee performance, Employee Satisfaction, Motivation, Welfare.*

INTRODUCTION:

Information Technology (IT) in India is one of the faster growing industries. India IT industry has built up valuable brand equity for itself in the global market. IT industry in India comprise of software industry and information technology enabled services (ITES), which also include business process outsourcing (BPO) industry. India is considered as a pioneer in software development and a favoured destination for IT-enabled services.

Self-efficacy is one aspect of knowledge about the most influential self-knowledge in every day life. This is because self-efficacy has an influence on individuals in determining the action to be

taken to achieve a goal including the estimation of various events. How a person behaves in a particular situation depends on the reciprocal between the environment and the cognitive conditions, especially the cognitive factors which are associated with his belief that he is capable or unable to perform.

Self-efficacy in each individual will differ from one individual to another based on three dimensions. The following are those three dimensions a) The level of confidence: this dimension is related to the level of difficulty of the task when the individual feels able to do. When the individual is faced with tasks that are arranged according to the level of difficulty, the individual's self-efficacy may be limited to easy tasks, moderate, or even the most difficult tasks, in accordance with the limit of ability to meet the demands of behaviour required at each level. This research aims at identifying the relationship between self-efficacy and job performance.

OBJECTIVES

The objective of the study is to understand the influence of demographic profile on self-efficacy and performance. Moreover, it attempts to find out the relationship between self-efficacy and employee performance in the organization. A detailed analysis on different dimensions of self-efficacy and current level of each dimensions are measured for this descriptive study. Strategies to be adopted to strengthen self-efficacy shall be suggested based on the findings.

STATEMENT OF THE PROBLEM

Today's working climate demands a great deal of commitment and effort from employees, who in turn naturally expect a great deal more from their employers. Self – Efficacy improving employee is designed to maximize effectiveness by bringing participation to a more individual level in that it provides a forum for consultation about standards of work, potential, aspirations, and concerns. It is an opportunity for employees to have significantly greater influence upon the quality of their working lives. Self- Efficacy improving employee performance is a process of assessing, summarizing, and developing the work performance of an employee. In order to be effective and constructive, the performance manager should make every effort to obtain as much objective information about the employee's performance as possible

REVIEW OF LITERATURE:

Ellen V Rubin and Amani Edwards (2018) stated that expansion of training and voice opportunities are associated with an increase in appraisal discrimination complaints, while increased differentiation between performers is not consistently associated with complaints. So, for better efficiency appraisal process, the focus will have to be on making improvements to the interpersonal verbal exchange as an alternative than redesigning the employment.

Idowu and Ayomikun (2017) stated research paper “Effectiveness of Performance Effect on Employee Motivation”. Employee performance has traditionally been accorded prime focus by human resource managers. The main objectives pertained to establishing the moderating role of performance as a motivation tool as well as potential challenges. The study findings show the presence of significant positive outcomes when the organization uses performance as a motivation tool. Further, the study finds that the use of more than one technique helps yield greater satisfaction and consequently higher motivational levels.

Caitlin E. Smith (2016) has conducted a study that focuses on a model that demonstrates how enhanced performance requires solid HR practices, fair assessment systems, effective performance management, and a clear understanding of an organization's overall strategic goals. After analyzing the academic and practice classes, the researcher determined that utilizing a motivating method was the best way to incorporate the numerous minutes and parts that had been obtained and offered a research framework based on the findings. Using an expectancy-based motivational model, a set of study plans center on contextual and system variables that would help with appraisals and performance management, resulting in increased individual performance, were established.

Bandura (2015) concluded that self-efficacy makes a difference among people on how they think, behave and motivate themselves to perform a certain activity. He found that low self-efficacy leads to stress, depression, anxiety, and helplessness. Such low self-efficacy affects their accomplishment. It also affects the way how people think and this is evident in the quality of decision making and accomplishment including academic achievement. It also affect show

people behave particularly in the way how they choose and perform a certain activity. It influences the level of motivation.

Zulkosky (2014) pointed out that given a person has too high self-efficacy but without proper training can lead to disaster. Take an example a person who over estimates his / her capability to run a marathon but gets injured because of lack of proper training.

Twinkle Bandura(2013) states that self-efficacy is also called mastery experience because the present self-efficacy belief is built on the past successful experience. A Person has the self-confidence to take on a new job or new challenge because he/she has done it successfully in the past. Thus, on one hand, successful experience develops self-efficacy and motivates the person to take on the new assignments. On the other hand, failure undermines self -efficacy which leads a person to doubt his/her capability to take new challenges.

Leena Toppo (2012) concluded that Employee's contribution should be aligned with organizational objectives and strategy. Performance management eliminates the shortcomings of performance system to some extent.

Lopes-Garrido (2010) pointed out that “people experience sensations from their body and how they perceive this emotional arousal influences their belief of efficacy”. Raudenbush (2009) studied the contextual effect on the self-perceived efficacy of high school teachers. Their study found that teachers who exercise control over key working conditions and work in highly collaborative environments have elevated self-efficacy.

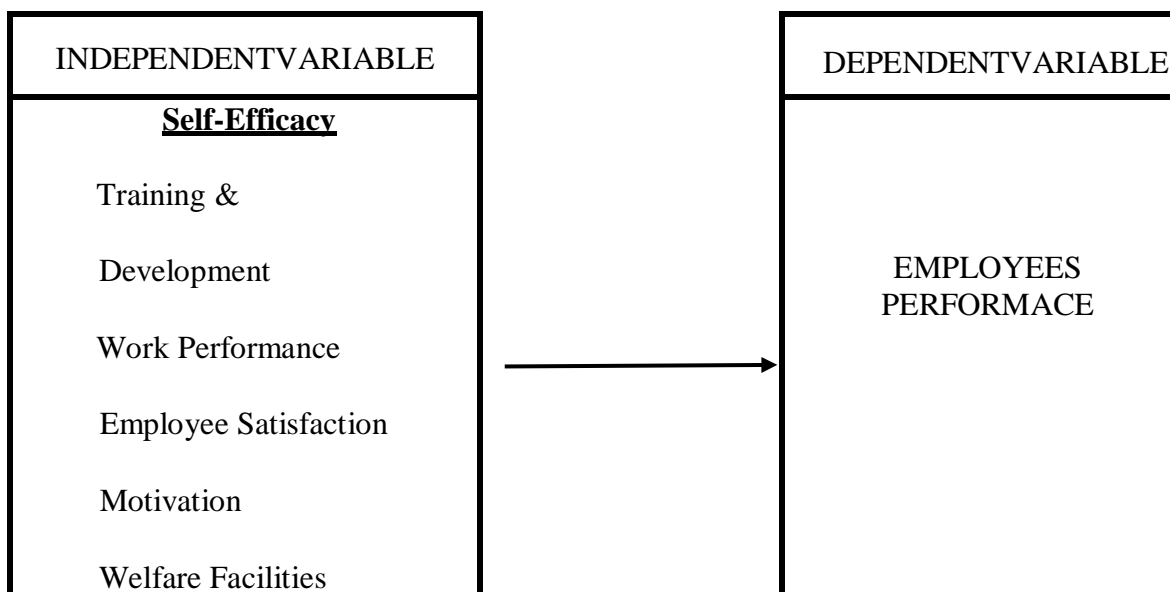
Kanfer R.Sawyer (2008) conducted a study with the purpose to explore interactive effects of justice perception on the relationship between performance appraisal and affective commitment. The result revealed a positive and direct effect of fair performance rating on affective commitment. It also revealed a positive but indirect effect of fair performance evaluation procedure on affective commitment which is mediated by performance rating. From results, it is inferred that fairness of performance rating is the most important factor to employees working.

Conger and Kanungo (2007) also pointed out context as one of the factors that affect self-efficacy and they identified several contexts that may affect self-efficacy and they are organizational factors, supervisory style, reward system, and job design. According to the very bureaucratic organizations, applying the authoritarian style of leadership, and a lack of reward system may affect the self-efficacy of employees.

RESEARCH METHODOLOGY

Research methodology may be defined as a way to systematically solve the research problem. Research methodologies consist of some factors i.e., research methods, selection is criteria of research methods, used in the context of research study and explanation of using of a particular method or technique is capable for the being of evaluation of the research by the researcher. This research attempts to analyze the employee performance in IT industry. This study is designed to explore the effectiveness of employee performance system. To ensure the accuracy of results it is therefore important to choose an appropriate research methodology.

Figure 1. Conceptual Framework



Descriptive research design was used. It includes surveys and fact-finding enquires of different kinds. It deals with the description of the state of affairs as it is, and the researchers have no influence

on the respondents. A sample of 320 IT employees were surveyed in Bangaluru. Since the population is unknown, Convenience sampling is used for selecting samples. A detailed structured questionnaire using 5 dimensions of self-efficacy namely Training and development, work performance, Employee satisfaction, motivation and Welfare facilities and over all performance of the employees were circulated among respondents. After the editing process 320 responses were considered for data analysis. Frequency Analysis, ANOVA, Regression and Correlation Tests were conducted using SPSS Software.

DISCUSSION:

Among the respondents 74.8% of the respondents are below 25 years, 10.8% of the respondents are 26-30 years, 9.9% of the respondents are 31-35 years, 1.8% of the respondents are 35-40 years, 2.7% of the respondents are 45-50 years. From the total respondents, 10.8% of the respondents are software developer, 3.6% of the respondents are tech lead, 3.6% of the respondents are Senior software engineer, 82% of the respondents are others. There is no significance difference on self –efficacy based on age. The educational qualification and designation have no significant influence on self- efficacy. Gender and Marital Status of the respondents does not influence efficacy.

RECOMMENDATIONS

The research findings reveal that the demographic profiles do not influence self-efficacy. Hence the strategies on strengthening different dimensions of self-efficacy shall be focused. Appropriate training and development programs catering to the need of the employees shall increase self-efficacy thereby the Organisational performance. Employee satisfaction plays vital role in increasing Organisational performance and hence the culture of the organization can be made comfortable enough to facilitate high satisfaction. Motivation for the performance not only in terms of incentives but also kind of recognitions which shall motivate them to increase satisfaction and strengthen self-efficacy.

CONCLUSION:

Self – motivation doesn't come naturally to everyone and even those who are highly self – motivated. Build your self – motivation by practicing goals – setting skills, and combining those

with positive thinking, the creation of powerful vision of success, and the building of high levels of self– efficacy and self – confidence. Set goals, and work hard to achieve them and examine ways to improve yourself–motivation, and regularly reassess your motivation levels. If you actively keep your internal motivation high, you can significantly increase the likelihood of achieving your hopes, dreams, and vision of the future.

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