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RESEARCH ARTICLE

AN EMPIRICAL STUDY ON THE JOB ATTITUDINAL FACTORS INFLUENCING THE JOB PERFORMANCE OF EMPLOYEES OF THE SECURITIES AND EXCHANGE COMMISSION IN SRI LANKA

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ABSTRACT

This particular study was carried out with special reference to Securities and Exchange Commission of Sri Lanka. This study was thoroughly undertaken by the researchers by focusing on the problem that was identified from a preliminary survey. The main objective of this study was 'to identify the existing work related attitudes of employees of Securities and Exchange Commission in Sri Lanka towards their job performance'. The researchers carried out an extensive literature review to provide a conceptual background of the study and to develop a conceptual model and to formulate hypotheses for the study. Altogether, one hundred and seventy employees working in Public Sector Organization was selected for the study. Questionnaires issued to these sample employees provided important data for the survey. In addition to this, personal interviews were also carried out and some observations were also made to collect primary data for this study.

Certain conclusions were made from the study, after carrying out detailed scientific analyses of data using appropriate statistical tools. Findings can be concluded that the employees work related attitudes such as job satisfaction, job involvement and organizational commitment are positively correlated with employee's job performance.

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INTRODUCTION

Among the whole set of resources such as financial resources, physical resources and human resources, the most precious resource in an organization is the people or the employees of the organization. The reason is that without human resources, all other resources in an organization become worthless. To have an effective impact or outcome through other resources, human resource is a must as it is the only resource that makes other resources provide a contribution towards the overall organizational productivity (Dayr and Leticia, 2001). Once the employees are not properly treated by the organization, it will end up in the entire organization failing as a unit. Therefore, it is obvious that Employee's contribution towards the organizational activities is vital in a broader sense, because ultimately, employees are the key component of the success of an organization.

The attitude of employees in the workplace can have a significant effect on the business as a whole. Attitude is one of the hidden, hard to measure factors that end up being crucial to the success of an organization. Whether for better or for worse, employee attitudes tend to have a drastic impact on the productivity of a business both directly and through the effect on other job-related factors. Resistance to change can be in different forms; they are negative resistance and positive resistance. However, it is important to identify the reasons for resistance than the symptoms of resistance. According to (Hultman, 1995) it is important to distinguish between the symptoms of resistance, and the causes behind it.

Organizations are surviving and growing based on the performance of their employees. The biggest challenge faced by managers of today's organization is how to engage the hearts and minds of people to increase their performance in order to achieve organizations' set goals and objectives. Organizations are made up of people who perform specific tasks, applying

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appropriate technologies and skills to achieve defined goals. People are not homogeneous but heterogeneous, and their different contributions add up to organizational success. (Morris and Feldman, 1996) Individuals contribute to the success of the organizations by applying their expertise at the work place they are assigned to. As the organization's objectives cannot be achieved by individuals working alone, individuals are grouped into teams/units/departments in order to achieve group's goals or targets (Ivanko 2013). The activities of different units/teams contribute to the achievement of the organizational objectives. The relationship between organizations and the individuals or groups performing specific tasks is known as interdependency. Organizations depend on people for effective performance and the people depend on their organizations for resources and co-ordination with other people whose work is important for their success and to the organization as a whole.

Job performing is highly affected to organization effectiveness and efficiency. It may be directly proportionate between job performance and organizational profitability as well as success. That means better job performance effect organization positively while bad job performance effect organization negatively. Hence, improving employees' job performance is a must and an unavoidable task of management.

To improve job performance, the organizations' managers need to promote the various skills or attributes such as developing employees positive attitudes, skills upgrading, team work, training and development etc (Burgoyne, Hirsh and Williams 2004). Positive work related attitudes of employees are likely to contribute to job satisfaction, ensure their involvement in work processes and commitment to the achievement of the organizations' objectives. Employees who have job satisfaction, job involvement and organizational commitment that are employees' positive work related attitudes will make them to get closer to their organization and to make useful contribution to enhance efficiency and effectiveness with continuous improvement.

Attitudes are judgments (Hirsh and Williams 2004). They develop on the ABC model (affect, behavior, and cognition). The *affective* response is an emotional response that expresses an individual's degree of preference for an entity. The *behavioral* intention is a verbal indication or typical behavioral tendency of an individual. The *cognitive* response is a cognitive evaluation of the entity that constitutes an individual's beliefs about the object. Most attitudes are the result of either direct experience or observational learning from the environment.

This study intends to concentrate on the relationship between attitudes and performance, examining employees' attitudes to their work and their organizations and how the attitudes affect the organizational performance. A healthy organization is one which ensures that its employees are motivated and committed to achieve the organization's defined objectives. It is therefore vital for managers to employ people who are willing to share in the culture of their organizations and are willing to develop positive attitudes towards their work place. Managers must therefore endeavor to employ the right people in the right place

at the right time with the right incentive, in order to create a constructive work environment. From the employees point of view it will provide satisfaction among them. Therefore, the findings and suggestions based on this study will be useful for employers/managers as well as employees.

Today the key differences between successful organizations and unsuccessful organizations will depend on the job performance of the managers and workers. The organizations that pay attention to job performance are going to have satisfied customers who in turn will ensure that the organization remain successful. These whole set of circle totally depend on employees attitudes and satisfaction.

Problem Statement

The Service industry has witnessed a rapid growth during the past few decades both in developed and developing economies (Redondo-Cano &Canet – Giner, 2010; Reed &Storrud-Barnes, 2009). The literature on services industry provides sufficient evidence that the provision of services is different from manufacturing and consequently service operations require different management skills (Javalgi&Marting, 2007; Reed &Storrud-Barnes, 2009). Yet, past studies suggest that the majority of management theory is based on studies of manufacturing and that the drivers of performance in services firms have not given due attention (O'Reilly and Chatman, 1986, Javalgi&Marting, 2007; Reed &Storrud-Barnes, 2009).

As theoretically verified, attitudinal factor and so many other factors greatly influence on the job performance of an individual employee in an organization (Robbins, 1996). The work attitudes determine the behavior of the employee, which ultimately determine his/her job performance (Petty, Gail and Cavender, 1984, Mitchell and Larson, 1987). The attitudes of an employee predict his/her job related behavior. The total of the behavioral outcomes are ultimately referred to his/her job performance. This is the casual relationship between job attitudes and job performance.

An attitude is defined as "any affective relation to a person, object, idea or activity. (Luthan, 1992). There are numerous job related attitudes that have interested social scientists. More than three thousand studies have been conducted to investigate the relationship between job attitudes and job performance. The job satisfaction, organizational commitment and job involvement are the main components of the job attitudes of an employee (Mitchell and Larson, 1987).

Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or experience. Job satisfaction is a result of employees' perception of how well their jobs provide those things, which are viewed as important. Although most people assume a positive relationship between job satisfaction and job performance, the preponderance of research evidence indicates that there is no strong linkage between satisfaction and performance. A comprehensive Meta-analysis of the research literature found that there was only a 0.17 average relationship between job satisfaction and the productive performance (Meyer and Allen, 1988, Luthan, 1992).

The job satisfaction attitude has received the most attention over the years. Recently, the more global organizational commitment attitude has emerged out of the research literature as being important to understanding and predicting organizational effectiveness.

Commitment is a strong desire to remain a member of a particular organization; a willingness to exert high levels of effort on behalf of the organization; and a definite belief in, and acceptance of, the values and goals of the organization (Luthan, 1992). Hence, organizational commitment is an attitude about employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being. Although early research revealed a positive relationship between organizational commitment and job performance, subsequent research has been less supportive to this. However, after reviewing the relevant literature, Locke and Latham (1990) conclude that there is a stronger causal relationship between job satisfaction and organizational commitment.

Job involvement is the degree to which the employee is personally interested in his/her work and the extent to which the employee is personally interested in his/her life (Lodahl and Kejner, 1965). Job involvement is the degree to which a person identifies psychologically with his/her job considers his/her perceived performance level important to self-worth (Robbins, 1996).

Assuming that investment of time and energy lead to higher levels of performance job involvement shall be significantly related to employee performance (Gibson, Ivancevich and Donnelly 1991). Employees with a high-level job involvement strongly identify with and really care about the kind of work they do. High levels of job involvement have been found to be related to fewer absences and lower labor turnover (Robbins, 1996).

Many of researches had been done their own researches on subject of organization behavior specially to find relationship between employees' job attitudinal factors and perceived job performance all over the world. But few of researches which related to fertilizer organization / industry were published. Among those few researches, it is not reported any organization behavioral research related to service organization of Sri Lanka. In the past four decades, there is no research done based on public sector service organizations. This study can fill the gap between the researches already done and this research. This study was restricted to Sri Lankan Public sector working environment.

Objectives of the study

The key objective of this study is to identify the existing work related factors which employees' resistance to change. Accordingly the Specific objectives are,

1. To identify the degree of influence made by organizational factors, personal factors and other factors to change employees' attitudes.
2. To produce a better set of suggestions to get job performance improved in Securities and Exchange Commission of Sri Lanka.

Research Questions

1. What extend do the employees' attitudes cause to improve the job performance in Securities and Exchange Commission?
2. How far do organizational factors, personal factors and other factors influence on employees' attitudes?

METHODOLOGY

The methodology applied in this study is being briefed with three categories such as sources of data, sample and data presentation & analysis. As this study is empirical in nature, it was intended to collect primary data as much as possible. In this context, a detailed questionnaire was employed among the sample people. For more clarification, personal interviews were also held with the respondents. In addition to that, when and where, certain observations were also made to collect respective primary data. It was decided to confine the study to a selected sample due to the convenience of analysis. Accordingly, public sector service organization in Sri Lanka was selected and 160 respondents were taken into the sample size. In this case, in selecting the sample, systematic simple random sampling technique was applied. This technique was used because it was fruitful to take the sample on comparable basis. In addition to that, secondary data were also collected from the sources such as textbooks, Journals, Publications and World Wide Web. For the purpose of data analysis, inferential statistical tools such as correlation and regression analysis were used. The computer software SPSS were used to calculate the values for data presentation and analysis purposes.

The Securities and Exchange Commission of Sri Lanka

The Securities industry existed as far back as in 1896 where the shares of plantation companies were traded. However, in 1987 with the creation of the Securities Council subsequently amended and now referred to as the Securities and Exchange Commission of Sri Lanka by Parliament Act No. 36 of 1987 stated under preview of Ministry of Finance and Planning.

The Act enacted in 1987 envisaged the licensing of Stock Exchanges, Stock Brokers and Stock Dealers. Subsequently, the Act was amended for the limited purpose of providing for the licensing of Managing Companies of Unit Trusts. The securities market had experienced growth since 1991 and at that time there were many market intermediaries performing securities related functions that were practically unregulated by any regulatory body. This situation not only constituted a danger to the stability of the market, but also posed the risk of hampering market growth. Taking note of this factor the all market intermediaries namely Underwriters, Merging Providers, Investment Managers, Clearing House (The Central

Depository of the Colombo Stock Exchange) and Credit Rating Agencies were brought under the purview of the SEC.

The main control hand of the SEC is the Commission consisting of ten members of which seven are appointed by the Minister of Finance and Planning and three ex-officio members. The discharge and performance of Commissions' powers, functions and duties and the administration and control of the employees of the SEC is the function of the Director General who is appointed by the Minister on the recommendation of the Commission. For the smooth functioning of the SEC the Director General has delegated certain powers, functions and duties to the following divisions of the secretariat of the Commission. Supervision Division, Legal & Enforcement Division, Investigations Division, Capital Market Development Division, Corporate Affairs Division, Finance, Administration and HR Division, Surveillance Division, External Relations and Market Development Division, Capital Market Education and Training Division

Literature on Attitudes

Attitudes are the mental, moral and ethical dispositions, adopted by individuals to other and the situations and environments in which they find themselves. Attitude of one person is capable of being shaped over a period of time and form certain patterns of behaviour or from interactions. Attitudes are defined by different scholars as follows. Attitudes are evaluative statements either favorable or unfavorable concerning objects, people or events. They reflect how one feels about something (Saari, and judge, 2004). The term attitude frequently is used in describing people and explaining their behaviour. Attitudes represent feelings and beliefs of individuals towards others. An Attitude is defined as a persistent tendency to feel and behave in a particular way toward some object (Luthans 2002). An employee's attitudes may be changed positively or negatively by management decision affecting the employee. Attitudes are propensities, or tendencies, to react in a favorable or unfavorable way toward an object. The object could be almost anything in the world around us. Attitudes reflect a person's likes and dislikes toward other persons, objects, events, and activities in their environment, it makes sense to study and know about attitudes because strong attitudes will very likely affect a person's behavior. Attitudes toward supervision, pay, benefits, promotion, or anything might trigger positive or negative reactions. As a result, employee satisfaction and attitudes represent one of the key areas for measuring organizational effectiveness.

For example when one who doesn't like working the night shift (has a negative attitude toward work) is transferred to the night shift, his attitude may become negative (Luthans, 2002). Attitudes can be characterized 3 in ways (Luthans, 2002), like; persisting unless something is done to change them, falling anywhere along a continuum from very favourable to very unfavorable and directing towards some object about which a person has feelings (some time called "affect") and beliefs.

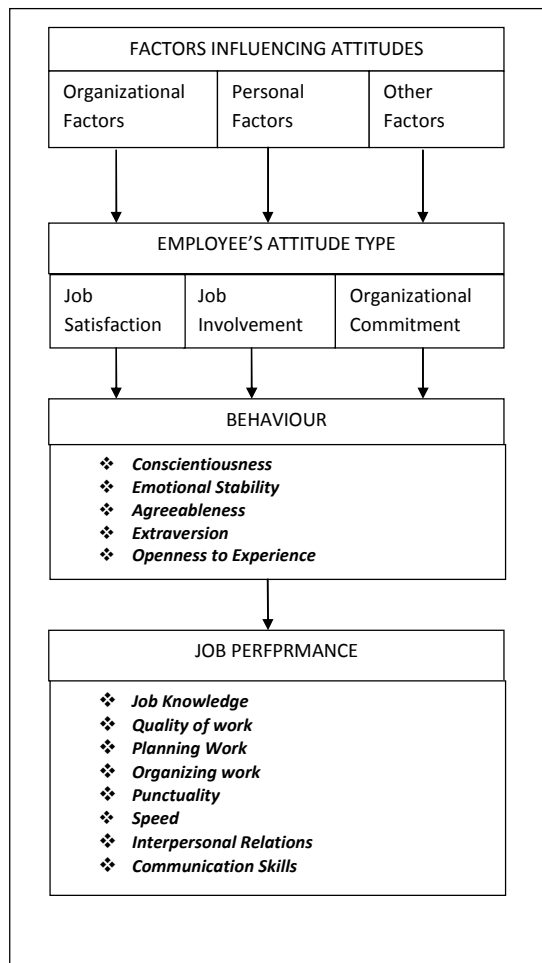
In organizations, attitudes are important because they affect job behaviour. If workers believe, for example that supervisors, auditors, bosses and time and motion engineers are all in conspiracy to make employees work harder for the same or less money, then it makes sense to try to understand how these attitudes were formed, their relationship to actual job behaviour, how they might be changed (Burgoyne, Harsh and Williams, 2004). Moreover, Attitudes can be broken down into 3 basic components (Brookfield, 1985; Javalgi and Marting 2007) such as emotional/affective component, informational/cognitive component and behavioural component (Kane and Lawler 1978). The emotional components involve the person's feelings or affect- positive, neutral or negative about an object. The term emotional labour has emerged in recent years to represent the work people are asked to perform beyond their physical and mental contributions. People in many service jobs are asked or even required to express emotions in interpersonal transactions other than those they are naturally feeling (Burgoyne, Harsh and Williams, 2004). For example service with a smile in super markets or airline stewards and stewardess who have to express positive emotion to make the customer feel better, even if they do not personally feel like expressing such feelings.

The informational components consist of the beliefs and information the individual has about the object. It makes no difference whether or not this information is empirically real or correct. For example a supervisor believes that 2 weeks training is necessary for a new worker irrespective of ability of person etc. The new worker may or may not be able to acquire the necessary skills of be fully oriented about his/her work but because it has the policy of the organization being amplified by the supervisor it is generally accepted. The behavioural component consists of a person's tendencies to behave in a particular way toward an object. Of the three components of attitudes, only the behavioural component can be directly observed. One cannot see the emotional or informational components, these can only be inferred. So far we discussed about the definition of attitudes, characteristics of attitudes and components of attitudes. Before move in to further analysis on attitudes it is important to know about the attitudes that were given prominence in the study of organizational behaviour. There can have thousands of attitudes by an individual. However, organizational behaviour takes into consideration or focuses its attention on a very limited number of job related attitudes. Most of researches on organizational behaviour has been concerned with three work related attitudes namely job satisfaction, job involvement and organizational commitment (Brookfield, 1985).

Managers are concerned about employees' attitudes towards their job because they might lead the employees to take some action. Suppose the attitudes towards their work are negative and employees are frustrated because of what they judge to low pay and poor working conditions. This could foster intentions, or motivate employees, to seek promotion to a job where pay is higher and conditions are better, or maybe even to seek a job elsewhere. It is suitable to concern the relationship between employees' attitudes and job performance. In considering the influence made by attitudes on behaviour as pointed by Organ

and Ryan (1995), it seems that attitudes are a product of past experiences and they exert a casual influence (Within the constraints of the stimulus situation) behaviours.

Conceptual Model of Research



Source: - developed by the researcher

DISCUSSION

Employee Attitudes, Behaviour and Job Performance in SEC

The below tables and figures show the data collected with regard to job satisfaction, job involvement, organizational commitment and overall work related attitudes, in Securities and Exchange Commission of Sri Lanka and these data have been analyzed in an appropriate way to provide useful information under each table and figure.

Employee's Attitude , Behaviour and Job Performance in SEC					
Variable	Average Score obtained	Standard Deviation	Minimum Score obtained	Maximum Score obtained	Maximum Score possible
Job Satisfaction	3.58	0.41	2.16	4.49	5.00
Job Involvement	3.69	0.44	2.60	4.70	5.00
Organizational Commitment	3.42	0.53	1.93	4.53	5.00
Overall Work Related Attitude	3.57	0.35	2.70	4.47	5.00
Employee Behaviour	3.74	0.38	2.06	4.71	5.00
Job Performance	4.07	0.32	3.10	4.70	5.00

Source:- Survey Data

According to the survey data as presented in the above table,

the perceived level of job satisfaction is 3.58, job involvement is 3.69, organizational commitment is 3.42, and the overall work related attitude (average of all three attitudes above) is 3.57, Employee Behaviour is 3.74 and the perceived level of job performance is 4.07. The maximum score obtainable with respect to each variable is 5.0 if any variable being rated at very satisfactory level. It should at least be 4.0 or more for a variable to be rated as satisfactory.

Therefore, the table reveals that employees' work related attitudes are at below satisfactory level while performance in SEC is just at a satisfactory level, since the scores obtained with respect to attitudes seems to be less than 4 and job performance seems to be just greater than 4. Further to that the standard deviation with respect to each variable is as follows. The standard deviation for job satisfaction is 0.41, job involvement is 0.44, organizational commitment is 0.53, and the overall work related attitude is 0.34, the employee behavior is 0.38 and the perceived level of job performance is 0.32. Accordingly, it can be understood that the standard deviations with respect to organizational commitment is relatively high (0.5 or more) when compared to rest of the variables under the survey. Therefore, the survey results with regard to these two variables differ among different individual respondents than other variables under study.

Testing of Hypotheses

Hypothesis 1

H₁: Personal factors, organizational factors and other factors which affect one's work related attitudes are positively correlated with Employees' job performance through job satisfaction.

H₀: Personal factors, organizational factors and other factors which affect one's work related attitudes are not positively correlated with Employees' job performance through job satisfaction.

If a model is designed to illustrate this hypothesis, it will appear as follows:

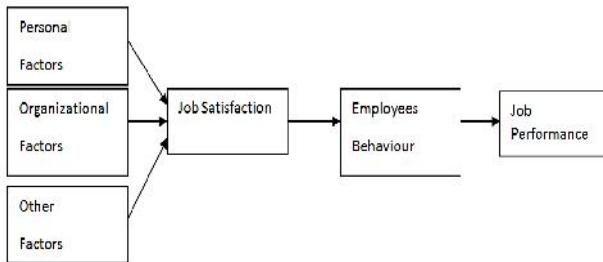
The above diagram shows that Personal factors, organizational factors and other factors that influence employees' behaviour through job satisfaction, which ultimately leads to job performance. In other words, the diagram shows the logical relationship between the employees' job satisfaction and job performance.

The statistical calculations such as Correlation co-efficient;

regression equation and p-value were calculated by using statistical software (SPSS). The results of these statistical calculations are shown in the below tables.

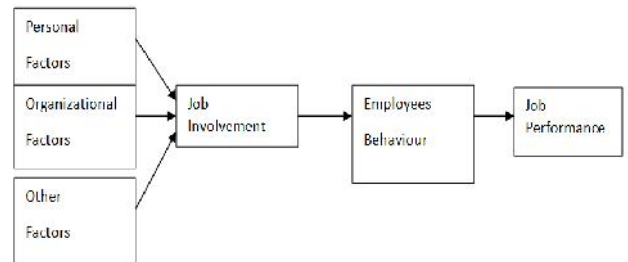
appear as follows:

Job Satisfaction (JS) and Job Performance (JP)



Source: Constructed by Researcher

Job Involvement (JI) and Job Performance (JP)



Source: Constructed by Researcher

Regression Coefficients related JS & JP

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.927	.157		18.653	.000
	JobSatisfaction	.327	.043	.435	7.523	.000

a. Dependent Variable: JobPerformance

Source: SPSS analyzing Sheet

Model Summary related JS & JP

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.435 ^a	.189	.186	.28169

a. Predictors: (Constant), JobSatisfaction

Source: SPSS analyzing Sheet

Correlation , Regression , P-Values ;Job Satisfaction and Job Performance			
Variable	Correlation Coefficient	Regression Equation	P - Value
Job Satisfaction (JS) and Job Performance (JP)	0.435	JP = 0.327 JS + 2.927	0.000

Source : SPSS analyzing Sheet

According to above table, the correlation co-efficient between job satisfaction and job performance is 0.435, the regression equation is “JP = 0.327 JS + 2.927” and the P value is 0.000. Accordingly, there is a positive moderate correlation between job satisfaction and job performance (r = 0.435). Furthermore, regression analysis supports this through obtaining 0.327 JS and since the P value is also 0.000, the hypothesis H₁₁ is accepted.

Hypothesis 2

- H₁:** Personal factors, organizational factors and other factors which affect one’s work related attitudes influence Employees ‘job performance through job involvement
- H₀:** personal factors, organizational factors and other factors which affect one’s work related attitudes do not influence Employees job performance through job involvement.

If a model is designed to illustrate this hypothesis, it will

The above diagram shows that Personal factors, organizational factors and other factors influence employees’ behaviour through job involvement, which ultimately leads to job performance. In other words the diagram shows the logical relationship between the employees’ job involvement and job performance. The statistical calculations such as correlation coefficient regression equation and p-value were calculated by using statistical software (SPSS). The results of these statistical calculations are shown in the below tables

Regression Coefficients related JI & JP

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.655	.145		18.366	.000
	JobInvolvement	.388	.039	.542	10.063	.000

a. Dependent Variable: JobPerformance

Source: SPSS analyzing Sheet
Model Summary related JI & JP

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 ^a	.294	.291	.26278

a. Predictors: (Constant), JobInvolvement

Source: SPSS analyzing Sheet

Correlation , Regression , P-Values ;Job Involvement and Job Performance			
Variable	Correlation Coefficient	Regression Equation	P - Value
Job Involvement (JI) and Job Performance (JP)	0.542	JP = 0.388 JI + 2.655	0.000

Source : SPSS analyzing Sheet

According to above table, the correlation coefficient between job involvement and job performance is 0.542, the regression equation is “**JP = 0.388 JI + 2.655**” and the P-value is 0.000. Accordingly, there is a positive moderate correlation between job involvement and job performance (r = 0.542). Furthermore, regression analysis supports this through obtaining **0.388 JI** and since the P value is also 0.000, the hypothesis **H₁** is accepted.

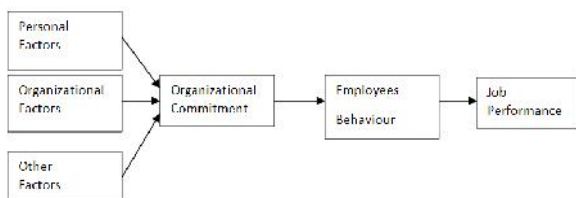
Hypothesis 3

H₁: personal factors, organizational factors and other factors which affect one’s work related attitudes can positively affect Employees’ job performance through organizational commitment

H₀: Personal factors, organizational factors and other factors which affect one’s work related attitudes do not positively affect Employees’ job performance through organizational commitment.

If a model is designed to illustrate this hypothesis, it will appear as follows:

Organizational Commitment (OC) and Job Performance (JP)



Source: Constructed by Researcher

The above diagram shows that Personal factors, organizational factors and other factors influence employees’ behaviour through organizational commitment, which ultimately leads to job performance. In other words the diagram shows the logical relationship between the employees’ organizational commitment and job performance.

The statistical calculations such as correlation coefficient regression equation and p-value were calculated by using statistical software (SPSS). The results of these statistical calculations are shown in the below tables.

Regression Coefficients related OC & JP

Model	Coefficients ^a			T	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	3.697	.126		29.226	.000
1 Organizational Commitment	.116	.036	.203	3.227	.001

a. Dependent Variable: Job Performance

Source: SPSS analyzing Sheet

Model Summary related OC & JP

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203 ^a	.041	.037	.30628

a. Predictors: (Constant), Organizational Commitment

Source: SPSS analyzing Sheet

Correlation , Regression , P-Values ;Organizational Commitment and Job Performance			
Variable	Correlation Coefficient	Regression Equation	P - Value
Organizational Commitment (OC) and Job Performance (JP)	0.203	JP = 0.116 OC + 3.697	0.000 0.001

Source : SPSS analyzing Sheet

According to above table, the correlation coefficient between job involvement and job performance is 0.203, the regression equation is “**JP = 0.116 OC + 3.697**” and the P-value is 0.000. Accordingly, there is a positive moderate correlation between job satisfaction and job performance (r = 0.203). Furthermore, regression analysis supports this through obtaining **0.116 OC** and since the P value is also 0.000, the hypothesis **H₁** is accepted.

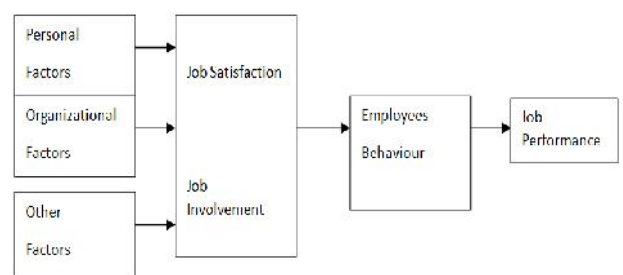
Hypothesis 4

H₁: Personal factors, organizational factors and other factors which affect one’s work related attitudes are positively correlated with Employees’ job performance through job satisfaction, job involvement and organizational commitment.

H₂: Personal factors, organizational factors and other factors which affect one’s work related attitudes are not positively correlated with Employees’ job performance through job satisfaction, job involvement and organizational commitment.

If a model is designed to illustrate this hypothesis, it will appear as follows:

Employees Overall Work Related Attitudes (OWA) and Job Performance (JP)



Source: Constructed by Researcher

The above diagram shows that Personal factors, organizational factors and other factors influence employees’ behaviour through job satisfaction, job involvement and organizational commitment, which ultimately leads to job performance. In other words the diagram shows the logical relationship between the employees’ work related attitudes and job performance.

The statistical calculations such as correlation co-efficient; regression equation and p-value were calculated by using statistical software (SPSS). The results of these statistical calculations are shown in the below tables.

Regression Coefficients related OWA & JP

Model	Coefficients ^a	Unstandardized		Standardized	t	Sig.	
		Coefficients					Beta
		B	Std. Error				
(Constant)	2.445	.180			13.566	.000	
1 OverallWorkrelated Attitude	.460	.050	.509		9.222	.000	

a. Dependent Variable: JobPerformance

Source: SPSS analyzing Sheet

Model Summary related OWA & JP

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.509 ^a	.259	.256	.26919

a. Predictors: (Constant), OverallWorkrelatedAttitude

Source : SPSS analyzing Sheet

Correlation , Regression , P-Values ; Overall Work Related Attitude and Job Performance

Variable	Correlation Coefficient	Regression Equation	P - Value
Overall Work Related Attitude (OWA) and Job Performance (JP)	0.509	JP = 0.460 OWA + 2.445	0.000

Findings

It was found that the personal factors, organizational factors and other factors affect employees’ job performance by altering one’s job satisfaction, which affects employees’ behaviour in Securities and Exchange Commission in Sri Lanka, leading to job performance positively. Its correlation coefficient is 0.435 and relationship is $JP = 0.327JS + 2.927$.

It was found that the personal factors, organizational factors and other factors affect employees’ job performance by influencing one’s job involvement which affects employee’s behavior in Securities and Exchange Commission in Sri Lanka leading to job performance positively. Its correlation coefficient is 0.542 and relationship is $JP = 0.388JI + 2.655$.

It was found that the personal factors, organizational factors and other factors affect employees job performance by influencing one’s organizational commitment which affects employees behavior in Public Sector Service Organization in Sri Lanka leading to job performance positively. Its correlation coefficient is 0.203 and relationship is $JP = 0.116 OC + 3.697$.

It was found that the personal factors, organizational factors and other factors affect employees job performance by influencing employees’ work related attitudes such as job satisfaction, job involvement and organizational commitment which affects employees behaviour in Securities & Exchange Commission of Sri Lanka leading to job performance positively. Its correlation coefficient is 0.509 and relationship is $JP = 0.460 OWA + 2.445$

It was found that the leadership style influence employees’ work related attitudes such as job satisfaction, job involvement and organizational commitment which affects employees behaviour in Securities & Exchange Commission of Sri Lanka to job performance positively.

CONCLUSION

Securities & Exchange Commission of Sri Lanka was chosen for this study. The findings based on the discussions made so far pertaining to employees work related attitudes and job performance with respect to Securities & Exchange Commission of Sri Lanka are stated in short. As far as the relationship between employees work related attitudes and job performance are concerned, it has been proved by this empirical study that there is clearly a positive relationship between the dependent variable job performance and independent variables job satisfaction, job involvement and organizational commitment (employees work related attitudes) respectively. In other words, when there is a positive change in job satisfaction, job involvement and organizational commitment in organizations that will positively affect the job performance of employees of those organizations and vice versa.

In order to make this sure, the researcher statistically tested how each employees work related attitude is correlated with the dependent variable job performance. All statistical tests which were scientifically undertaken clearly proved that there is a positive moderate correlation between each work related attitude and job performance. Furthermore, it was also scientifically proved that leadership plays a vital role in organizations in determining employees’ work related attitudes and their job performance. Moreover, it has been empirically proved that employee’ attitudes and job performance seem to be satisfactory in organizations where the participative leadership style is practiced rather than in Securities & Exchange Commission of Sri Lanka. Based on the above findings, the researcher made a conclusion that employees’ work related attitudes such as job satisfaction; job involvement and organizational commitment are (individually and together) correlated with employees’ job performance in organizations.

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