



RESEARCH ARTICLE

FACTORS INFLUENCING JOB PERFORMANCE OF EMPLOYEES WORKING IN SELECT IT COMPANIES IN COIMBATORE

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Abstract

This study explores the factors influencing job performance among employees in select IT companies in Coimbatore, focusing on demographic attributes, job-related characteristics, and key psychological variables such as motivation, employee engagement, organisational commitment, and job satisfaction. The findings reveal a predominantly experienced and educated workforce facing high workloads, with motivation emerging as the most significant predictor of job performance, followed by organisational commitment and job satisfaction. Although employee engagement correlates positively with performance, it lacks a direct predictive impact when other variables are controlled. The study concludes that enhancing motivation, fostering commitment, and improving satisfaction are critical to boosting employee performance, and recommends strategic interventions in these areas for better workforce outcomes in the IT sector.

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Introduction:-

Employee motivation and engagement are pivotal drivers of job performance in the dynamic and fast-paced IT industry. As the sector grapples with intense competition, rapid technological advancements, and demanding work environments, sustaining employee motivation becomes crucial for enhancing productivity and ensuring job satisfaction. Understanding the interplay between motivational drivers and employee engagement can enable organizations to craft more effective HR policies and work culture strategies. Coimbatore, historically recognized as the "Manchester of South India" for its thriving textile industry, has undergone a significant transformation over the past decade. It now stands as Tamil Nadu's second-largest IT hub after Chennai, housing a growing number of software companies and emerging as a key player in the digital economy.

Review of Literature:-

Pandya (2022) examined the role of intrinsic and extrinsic motivation in shaping organizational performance. The study revealed that intrinsic motivation fosters innovation, creativity, and a self-directed approach to learning, while extrinsic motivation aids in driving task execution and performance through tangible rewards. Conducted in Rajkot, India, the study concluded that a balanced approach to both motivational types leads to improved employee retention and productivity. It recommended that HR policies integrate both elements to boost satisfaction and engagement.

Satata (2021) explored employee engagement as a strategic lever to enhance individual work performance. Through a review of 15 academic articles published between 2013 and 2020, the study established a strong positive

relationship between employee engagement and improved work outcomes, asserting that high engagement levels contribute significantly to the achievement of organizational objectives.

Smith (2021), in a doctoral dissertation, analyzed the interrelationship between employee engagement, job satisfaction, and organizational commitment in the context of the federal government workforce. The research highlighted that low engagement and poor job satisfaction negatively impact employee performance. The study stressed the importance of managerial awareness and the adoption of targeted strategies to boost engagement and satisfaction, ultimately strengthening overall organizational effectiveness.

Statement Of The Problem

The rapid growth of the IT industry in Coimbatore has played a crucial role in job generation and economic development, supported by the emergence of major technology parks such as TIDEL Park, KGISL Tech Park, and CHIL SEZ. This growth has led to a surge in employment opportunities and startup activity in the region. However, the demanding and innovation-driven nature of the IT sector presents challenges related to employee motivation and engagement. High performance expectations and fast-changing work dynamics can potentially strain workforce morale and productivity. Therefore, this study aims to explore the influence of various motivational factors on employee engagement, offering insights that can inform effective HR practices and organizational strategies to enhance performance and employee well-being.

Objectives of the Study:-

1. To examine the Factors influencing Job Performance of Employees working in select IT companies in Coimbatore.

Methodology:-

The study adopts a descriptive research design and primarily relies on primary data collected through a structured survey questionnaire. The instrument was distributed among employees from selected IT (Information Technology) companies, who were asked to evaluate various items and contributing factors related to the research objectives. A total of six IT companies were chosen for the study, and the primary data was collected using a simple random sampling method to ensure unbiased representation. After data screening and validation, responses from 610 employees were finalized for statistical analysis. Tools used are Percentage Method, Correlation and Regression Analysis.

Analysis and Results:-

Table 1:- Demography of the Respondents.

Demography	Employees (610 Nos.)	Percentage (100%)
Gender		
Male	277	45.4
Female	333	54.6
Age		
Below 30 years	135	22.1
31 to 50 years	273	44.8
More than 50 years	202	33.1
Marital Status		
Married	485	79.5
Unmarried	125	20.5
Educational Status		
UG	117	19.2
PG	201	33.0
Others	292	47.9
Annual Income		
Upto 5 Lakhs	280	45.9
Rs.5 Lakhs to 8 Lakhs	230	37.7
More than Rs.10 Lakhs	100	16.4

- The gender distribution among IT employees reveals a slight predominance of females, with 54.6% (n = 333) identifying as female and 45.4% (n = 277) as male. This reflects a relatively balanced gender representation, with women holding a marginally higher presence in the workforce. The age composition of respondents indicates that the largest group (44.8%, n = 273) falls within the 31–50 years bracket, suggesting a workforce dominated by mid-career professionals. This is followed by employees above 50 years (33.1%, n = 202), while those under 30 constitute the smallest group (22.1%, n = 135), highlighting a mature and experienced talent base.
- Marital status data shows that a significant majority of the employees are married (79.5%, n = 485), indicating the potential influence of family responsibilities on work-life dynamics and organizational engagement. The educational background of respondents is notably diverse, with nearly half (47.9%, n = 292) categorized under 'Others,' likely representing professional certifications, diplomas, or international qualifications. Postgraduates (33.0%, n = 201) and undergraduates (19.2%, n = 117) collectively indicate a well-qualified and specialized workforce. Regarding income levels, the majority of employees earn up to ₹5 lakhs annually (45.9%, n = 280), followed by 37.7% (n = 230) earning between ₹5–8 lakhs, and only 16.4% (n = 100) exceeding ₹10 lakhs. This distribution reflects a predominantly middle-income segment, with a smaller proportion of high earners.

Table 2:- Job Factors Of It Employees.

Job Factors	Employees (610 Nos.)	Percentage (100%)
Designation		
Programmer	347	56.9
Senior Analyst	162	26.6
Team Leader / Manager	101	16.6
Experience		
Less than 3 years	149	24.4
3 to 6 years	236	38.7
More than 6 years	225	36.9
Work Load		
Very High	170	27.9
High	292	47.9
Moderate	148	24.3
Work Nature		
Good	350	57.4
Fair	260	42.6

- The designation-wise distribution indicates that a majority of IT employees (56.9%) serve as programmers, highlighting a workforce predominantly engaged in technical functions such as coding and software development. Senior analysts make up 26.6%, while only 16.6% hold roles as team leaders or managers. This composition underscores a strong execution-level workforce with a relatively smaller proportion of supervisory and managerial personnel, suggesting limited upward role distribution within the organizational hierarchy.
- In terms of work experience, the employee base is fairly well-balanced. Most respondents (38.7%) have 3 to 6 years of experience, closely followed by those with over 6 years (36.9%), while 24.4% have less than 3 years of experience. This mix indicates a blend of emerging and seasoned professionals, reflecting both organizational maturity and potential for career progression. However, workload appears to be a concern—47.9% of employees report high workloads and 27.9% describe theirs as very high, leaving only 24.3% experiencing moderate pressure. Such intense workloads could adversely affect employee morale, satisfaction, and overall well-being if not adequately addressed. Despite this, perceptions of work nature remain largely positive, with 57.4% rating their tasks as good and 42.6% as fair, indicating general satisfaction, though with room for improving task enrichment and alignment with employee strengths.

Correlation and Regressions

Table 3:- Correlation shows Factors Influencing Job Performance.

Variables	Mean	SD	Correlation	Sig.	N
Job Performance	17.85	4.021	1.000	.	610
Motivation	14.46	3.250	.596	.000	
Employee Engagement	26.67	5.106	.481	.000	
Organisational Commitment	15.68	3.186	.509	.000	
Job Satisfaction	14.13	3.443	.537	.000	

The correlation analysis reveals that motivation, job satisfaction, organisational commitment, and employee engagement all have significant positive associations with job performance among IT employees. Motivation stands out as the strongest correlate ($r = 0.596$), followed by job satisfaction ($r = 0.537$), organisational commitment ($r = 0.509$), and employee engagement ($r = 0.481$), highlighting the crucial role of psychological and emotional factors in enhancing performance outcomes.

Table 4:- Collinearity Statistics.

Variables	Tolerance	VIF
Motivation	.601	1.663
Employee Engagement	.451	2.219
Organisational Commitment	.425	2.354
Job Satisfaction	.500	2.000

The collinearity diagnostics confirm that all predictors are within acceptable limits, with tolerance values above 0.1 and VIFs below 5, indicating no multicollinearity. Motivation, with the lowest VIF (1.663), is the most independent variable, while organisational commitment (2.354) and employee engagement (2.219) also fall well within safe thresholds, ensuring reliable inclusion in the regression model.

Figure 1:- Histogram and P-P plots exhibits distribution normality.

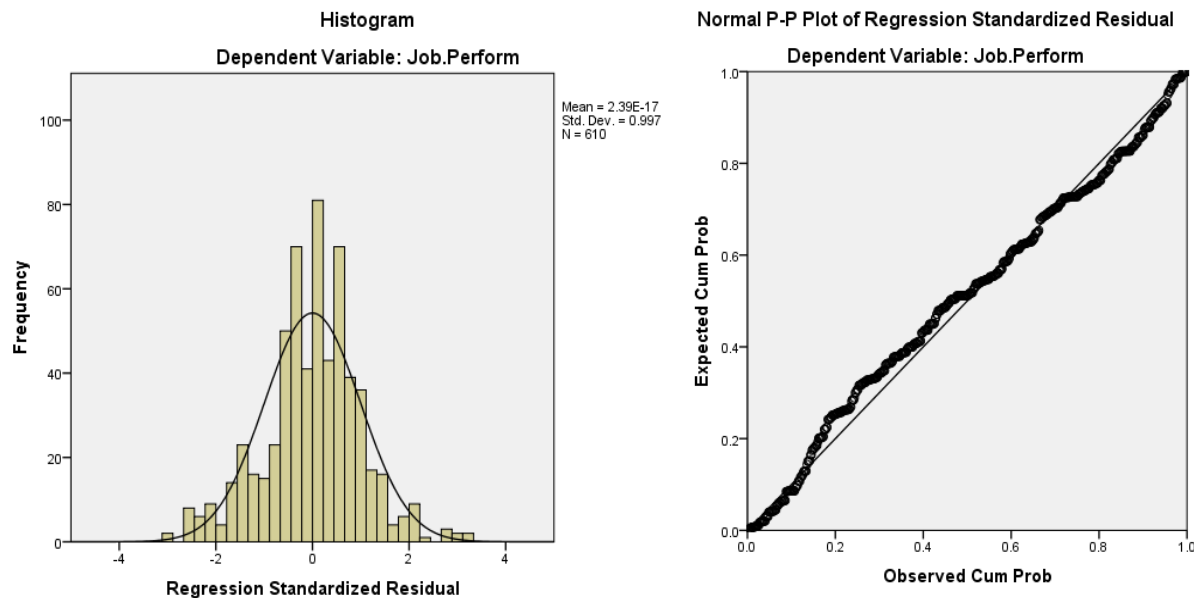


Table:-Model Summary shows Factors Influencing Job Performance.

	R	R ²	Adj. R ²	DF of V ₁ & V ₂	F-Value	Significance
Model	0.683	0.467	0.463	(4, 605)	132.272	0.000

The regression analysis shows a strong and significant predictive relationship, with motivation, employee engagement, organisational commitment, and job satisfaction collectively explaining 46.7% of the variance in job

performance ($R^2 = 0.467$). The adjusted R^2 of 0.463 confirms the model's consistency, and the high F-value (132.272, $p < 0.001$) indicates the overall model is statistically robust and reliable.

Table 5:-Regression shows Factors Influencing Job Performance.

Constructs	Unstandardized Coefficients		Std. Coeff.	t	Sig.
	B	SE	Beta		
(Constant)	2.488	.716		3.473	.001
Motivation	.518	.047	.419	10.938	.000
Employee Engagement	.013	.035	.016	.369	.712
Organisational Commitment	.340	.057	.269	5.906	.000
Job Satisfaction	.156	.049	.134	3.184	.002

The regression coefficient analysis highlights that motivation is the most impactful and statistically significant predictor of job performance among IT employees ($\beta = 0.419$, $p < 0.001$). This suggests that employees who are more intrinsically or extrinsically motivated are likely to demonstrate higher levels of performance. In fact, the unstandardized coefficient reveals that a one-unit increase in motivation leads to a 0.518-unit increase in job performance, emphasizing the dominant role motivation plays in driving productivity.

Organisational commitment also shows a strong and significant influence on performance ($\beta = 0.269$, $p < 0.001$), indicating that employees who feel a sense of loyalty and attachment to their organization are more likely to perform effectively. Job satisfaction follows as a significant but comparatively smaller predictor ($\beta = 0.134$, $p = 0.002$), suggesting that while employee contentment contributes to better performance, its impact is secondary to motivation and commitment.

Interestingly, employee engagement does not significantly predict job performance when other variables are accounted for ($\beta = 0.016$, $p = 0.712$). This may imply that its effect on performance is indirect, possibly mediated through motivation or job satisfaction. Overall, the findings underscore the critical need for organizations to prioritize motivational strategies and foster commitment, while also considering the indirect role of engagement in shaping performance outcomes.

Summary of Results:-

Findings

- The analysis of demographic factors influencing job performance among employees in select IT companies in Coimbatore reveals a slightly female-dominant workforce, with women making up 54.6% of the sample. The majority of employees are within the 31–50 age group, highlighting a mature and experienced workforce, while a significant share is also above 50 years. Most respondents are married (79.5%), indicating the potential impact of family responsibilities on work-related outcomes. The workforce is academically diverse, with a large proportion holding postgraduate degrees or other professional qualifications. Income-wise, the majority earn up to ₹8 lakhs annually, reflecting a predominantly middle-income group. These demographic factors collectively shape the employees' job performance by influencing their career stage, educational grounding, financial stability, and personal responsibilities.
- The job-related factors influencing employee performance in select IT companies in Coimbatore reveal a workforce primarily composed of programmers (56.9%), reflecting a strong technical orientation, with fewer employees in managerial or supervisory roles. Experience levels are fairly balanced, with most employees having 3 to 6 years of experience or more than 6 years, indicating a mix of emerging and seasoned professionals. However, workload appears to be a concern, with nearly three-quarters of employees reporting high to very high workloads, potentially affecting their productivity and well-being. Despite these pressures, over half of the respondents view their work nature positively, indicating general task satisfaction, although there remains room for enhancing work engagement and role enrichment.
- The correlation analysis reveals that all four independent variables—motivation, employee engagement, organisational commitment, and job satisfaction—are positively and significantly associated with job performance among IT employees. Motivation exhibits the strongest correlation ($r = 0.596$), emphasizing the critical role of both intrinsic and extrinsic motivational factors in enhancing performance. Job satisfaction ($r = 0.537$), organisational commitment ($r = 0.509$), and employee engagement ($r = 0.481$) also show significant

positive relationships with performance, suggesting that employees who are more content, loyal, and engaged are more likely to contribute effectively to organizational goals. Furthermore, collinearity diagnostics indicate no multicollinearity concerns, as all tolerance values exceed 0.1 and VIF values remain below 5, confirming the reliability of the regression analysis.

- The multiple regression model demonstrates a strong and statistically significant relationship between the four predictors and job performance, with an R^2 value of 0.467 indicating that 46.7% of the variation in performance is explained by the model. Motivation emerges as the most powerful predictor ($\beta = 0.419$, $p < 0.001$), followed by organisational commitment ($\beta = 0.269$, $p < 0.001$) and job satisfaction ($\beta = 0.134$, $p = 0.002$). Interestingly, employee engagement does not have a significant direct effect on job performance ($\beta = 0.016$, $p = 0.712$), suggesting its influence may be mediated by other variables. The findings confirm that fostering motivation and commitment, along with ensuring job satisfaction, are key strategies for improving performance outcomes in the IT sector.

Suggestions:-

- Enhance Motivation Programs: Implement targeted initiatives such as performance-based incentives, skill development opportunities, and recognition systems to strengthen both intrinsic and extrinsic motivation among employees.
- Promote Organisational Commitment: Foster a strong organizational culture through transparent communication, employee involvement in decision-making, and long-term career planning to increase loyalty and retention.
- Improve Job Satisfaction: Regularly assess employee satisfaction and address concerns related to compensation, work-life balance, and role clarity to create a more supportive and fulfilling work environment.
- Manage Workload Effectively: Introduce workload balancing strategies, flexible work arrangements, and periodic job redesign to reduce stress and prevent burnout, especially given the high and very high workload levels reported.
- Strengthen Employee Engagement Indirectly: Since direct engagement did not significantly predict performance, focus on enhancing engagement through improved leadership support, meaningful work assignments, and team-building activities that indirectly influence performance outcomes.

Scope and Limitations of the Study

The present study aims to explore the factors influencing job performance among employees working in select IT companies in Coimbatore, with a specific focus on motivation, employee engagement, organisational commitment, and job satisfaction. It attempts to understand how these psychological and behavioural variables contribute to overall employee performance within the context of a fast-growing IT hub. The study encompasses employees across various designations, experience levels, and demographic profiles, offering a comprehensive view of the internal and external elements affecting performance. The findings are intended to guide HR managers and organizational leaders in designing effective policies that foster motivation, enhance satisfaction, and build commitment among their workforce. Additionally, the study serves as a knowledge base for further academic exploration and practical application in employee performance management within similar sectors.

Despite its relevance, the study has certain limitations. Firstly, it is geographically limited to Coimbatore, which may restrict the generalizability of the findings to other regions with different organizational cultures or economic environments. Secondly, the use of self-reported questionnaires as the primary data collection tool may introduce bias, as responses can be influenced by personal perception or social desirability. Moreover, the study follows a cross-sectional design, capturing data at a single point in time, which limits the ability to establish causal relationships or observe longitudinal changes. Lastly, the study focuses only on four specific variables, leaving out other potentially influential factors such as leadership style, workplace environment, or technological infrastructure that could also affect job performance.

Conclusion:-

The study concludes that job performance among employees in select IT companies in Coimbatore is significantly influenced by both demographic and job-related factors, as well as key psychological constructs. A mature, educated, and predominantly middle-income workforce, combined with high workloads and a largely execution-level job structure, shapes the performance environment. Correlation and regression analyses reveal that motivation, organisational commitment, and job satisfaction are strong, significant predictors of job performance, with

motivation emerging as the most influential factor. While employee engagement is positively correlated with performance, it does not significantly predict it when other variables are controlled for, indicating possible indirect effects. Overall, enhancing motivational strategies, fostering organisational commitment, and improving job satisfaction are crucial for sustaining and improving employee performance in the IT sector.

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