

## EXTENDED ABSTRACT

# LEVEL OF EMPLOYEES' JOB PERFORMANCE AND ITS ASSOCIATION WITH DEMOGRAPHIC VARIABLES

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### Abstract

The study mainly focuses on assessing the level individuals' job performance and whether the groups of a demographic factor have mean difference between them. The main objective of this study is to provide a basic idea of using T-test and ANOVA with Tukey's Post Hoc test. A quantitative survey design is employed, whereas 450 individuals were selected from all fifteen Divisional Secretariats in Jaffna District by using stratified-random sampling method. However, the results also show that demographic variables gender, and designation level have no mean differences between the groups of each of them, except the age group, which implies that there is significant age-group based difference in job performance of employees in the Divisional Secretariats in Jaffna District. Therefore, the study recommends that demographic factors should be considered when managing the employees' job performance.

**Keywords:** Employees' job performance, gender, age, designation level

## 1. Introduction

There are many studies on employees' (job) performance (Ramawickrama, 2017; Opatha, 2015; Koopman, 2014; Maxham et al., 2008; Motowidlo, 2003; Viswesvaran, 1993; Campbell, 1990; Murphy, 1989). Job performance is a dynamic, multidimensional construct assumed to be an indicating of an employee's behaviour in executing the requirement of a given organizational role (Kavanagh, 1982). It has been studied and well documented that individual job performance is dynamic (i.e. it changed, over time) (Deadrick & Madigan, 1990; Polyhard & Barratta, 1993; Henry & Hullin, 1987). Pushpakumari (2008) explains the performance in terms of effort extended to the job of an employee. It's the value an organization can expect from discrete behaviours performed by an employee over time (Motowidlo, 2003). High performing employees will result to high performing organization because they are interrelated to each other. However, if the employee has low performance, it will negatively impact the organization too. The success of an organization depends upon its employees' job performance that describes as an individual-level variable, or something a single person does; in the term of behaviour rather than results (Campbell, 1990; Murphy, 1989). This implies the significance of employees' job performance in an organization. Hence, this study mainly focuses on the job performance of individuals in the government sector, especially in Divisional Secretariats in Jaffna District. The major role of government sector is to provide the necessary public services that the private sector or the non-profit sector doesn't want

to handle or can't deliver; in line with Divisional Secretariats do so (Kotler & Lee, 2007, as cited in Kodithuwakku, 2007). All Divisional Secretariats have necessitated delivering excellence services in order to fit for the public's requirements and needs; because the public has no alternative to Divisional Secretariats. The above facts emphasize strongly that employees are vital resource for an organization in ways of do well their job role with optimism. The government sector employees are not a homogeneous group generally, but they share a number of common characteristics which includes a wide range of native places, employment status and categories, designation-level, education, age, gender differences, race, and etc.; these socio-economic characteristics jointly known as demographic factors which inherent in individuals are capable of influencing in their job-role performance. This study explores the difference between the groups of demographic variables (i.e., gender, age group and designation level) of employees' job performance in Divisional Secretariats in Jaffna District, which will result in helping the employees to understand how individual job performance is differed by their demographic factors.

The present study addressed the following question:

**Is there any significant difference in the level of employees' job performance based on the demographic factors of employees?**

Thus, as the main objective, this study focuses to examine the difference between the groups of demographic variables namely, genders, age groups and designation levels of employees' job performance in Divisional Secretariats in Jaffna District.

As the study focuses on exploring the difference between the groups of demographic variables of individuals' job performance, the following hypotheses were formulated for this study:

**H1:** There is significant difference between genders of individuals' job performance.

**H2:** There is significant difference among age groups of individuals' job performance

**H3:** There is significant difference among designation levels of individuals' job performance

## 2. Methodology

This study employed a quantitative survey design. It was explanatory and involves cross sectional method of data collection. The dependent variable of this study was individuals' job performance while the demographic Variables formed the independent variables. This study was conducted with an accessible population of 1955 employees who are working in Divisional Secretariats in Jaffna District, excludes the Grama Niladharies (GN), Graduate Trainees (GT) and Minor staff. The sample comprised of 625 individuals selected from 15 Divisional Secretariats operating in Jaffna District. The stratified random sampling method was used and each Divisional Secretariat was considered as a stratum, and 32% of staff was selected from each stratum. The data for this study were collected through Standard questionnaires; whereas the job performance was measured using 18 items scale of Koopmans (2014) with five-point Likert scale. A pilot test was carried out to test the reliability of the survey with 50 staff from 3 selected Divisional Secretariats. The Cronbach's alpha value of job performance scale (n=450) was above the threshold limit of 0.7 (Nunnally, 1978).

Both Paper-based and online-based survey method were used in this research to collect data during the period of December 2020 - January 2021. Online-survey was used to encourage the non-participants of paper-based method. To fill it out, they can easily visit:

[https://docs.google.com/forms/d/e/1FAIpQLScaNIoLdICZW5fkbo8QgXp8IMSZD49RMQD9CdygZ3zmcdbdcg?usp=sf\\_link](https://docs.google.com/forms/d/e/1FAIpQLScaNIoLdICZW5fkbo8QgXp8IMSZD49RMQD9CdygZ3zmcdbdcg?usp=sf_link).

Out of 625 questionnaires issued/ sent via online, 450 usable surveys were received which constitute 72% response rate. Each valid questionnaire was then coded and the participants' coded responses were keyed into the SPSS 21.0. Then hypotheses were analyzed using Independent T-test and ANOVA with Tukey's Post Hoc test.

### 3. Results and Discussion

To explore the associations of demographic variables (gender, age group and designation level) and job performance of individuals, the T-test (H1) and ANOVA with Tukey's Post Hoc test (H2 and H3) were implemented. To validate the statistical analysis of the difference among groups, Tukey's Post Hoc test was carried out. Because, ANOVA can't express which groups are statistically different from one another, which only tell if there is a difference

#### 3.1 Results

**H1: There is significant difference between genders of individuals' job performance.**

The mean score of job performance for males ( $M = 4.107$ ) is greater than females ( $M = 4.036$ ) whereas, t statistics of 1.243 with 448 degree of freedom. The Levene's test for Equality of Variances indicates that there is no difference ( $p = 0.800 \geq 0.05$ ) in the variances of the gender groups in employees' job performance. So, there was no significant difference between male respondents and female respondents in exhibiting individuals' job performance. Hence, H1 hypothesis is not supported as employees' job performance between gender groups is not significant at 0.05 level.

**H2: There is significant difference among age groups of individuals' job performance.**

Since there are four age groups of job performance, it is possible to conduct the ANOVA test for confirming whether the age groups statistically have the difference in the level of employees' job performance. Results show the mean scores of individuals' job performance, whereas mean value of 21-30 age class was 4.018, 31-40 age class was with 3.997, 41-50 age class was with 4.200, and 51-60 age class was with 4.068. Participants of 41-50 age class expose little more job performance than other age classes. In accordance with ANOVA test, there was significant difference among age groups people in exhibiting individual' job performance ( $P = 0.011$ ). The post hoc test more validates the result that, the mean difference between 41-50 and 31-40 age level groups are significant at 0.010 level; and mean difference of other age group pairs are not significant whereas, significant is greater than 0.05 for other each pairs, that except between 41-50 and 31-40 age classes. Hence, the results prove that, there is significant difference between 41-50 and 31-40 age classes in level of job performance than among other pair of age level groups. Hence, H2 hypothesis is supported as the level of job performance among age groups is significant at 0.05 ( $P = 0.011$ ).

**H3: There is significant difference among designation levels of individuals' job performance.**

Since there are three designation levels of job performance, it is possible to conduct the ANOVA test for confirming whether the designation levels statistically have the difference in the level of employees' job performance. Results show the mean scores of individuals' job performance, whereas mean score of senior level staff (staff officers) was 4.4017, tertiary level of staffs' (staff grade officers) was with 4.1235 and secondary level of staffs' mean score was 4.0543. In accordance with ANOVA test that, there was no significant difference among designation groups of senior level (staff officers), tertiary level (staff grade officer) and secondary level (supportive officers) in exhibiting individual' job performance ( $P = 0.110$ ).

The post hoc test more validates the result that, the mean difference of each pair are not significant, whereas all significance levels are greater than 0.05. Therefore, there is no significant difference in the level of individuals' job performance among the different designation levels. Hence, H3 hypothesis is not supported as level of job performance among designation levels is not significant at 0.05 ( $P = 0.110$ ).

#### 3.2 Discussion

The results reveal that i) the female participants possess equal job performance than their male counterpart, ii) there is significant difference between 41-50 and 31-40 age classes in level of job

performance than among other pair of age level groups, and iii) there is no significant difference in employees' job performance among groups of designation level in Divisional Secretariats in Jaffna District.

The study intends mainly to assess the association of job performance to the different groups of demographic variables: gender, age group and designation level. In relation to the associations of demographic variables to job performance, the age groups have significant age group - based difference between them. However, in relation to other groups of demographic variables of gender and designation level, the groups of every demographic factor have no significant difference between them (i.e., the female possess equal job performance compare to male in the present context of individuals' job performance). Thus, the results imply that the groups of age group and designation level individually have almost the same level of job performance.

#### 4. Conclusion / Recommendation

Overall, this study results show that, there is no difference in the level of job performance base on gender and designation level; and there is significant difference in level of job performance based on age classes. The findings of the current study give an insight to employees as well as Divisional Secretariats on how individual job performance is differed by their demographic factors. As highlighted (Bell, 2008 as cited in Namrita & Bhawana, 2019), the demographic factors are linked with the employees' job performance and it "evoke differential expectation among employees; and there are number of demographic factors that are in play, when employees' performance management is considered. This study can be further extended by consider Fletchling other suitable dimensions of employees' job performance and demographic variables. Further, to generalize the findings, the study can be replicated with broader samples, across including public sector and semi-government sector organizations in Sri Lanka.

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