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Research Article

"Impact of Compensation on Job Satisfaction and Employee Performance during Covid-19 in IT Sector"

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Abstract:

In this research paper we have attempted to target IT sector employees and measured impact of compensation on job satisfaction during pandemic. The majority organizations look at how to retain skilled workers as information technology has gone from common to established. And employee turnover is very high in this industry so compensation is one of the important tools which may attract and retain the skilled and qualified employee in the organisation, retaining experienced information technology employees has turned into extra complication. Consequently, this study focused on the technology employees in Bangalore city in Karnataka state. The primary objective of this study is to determine the levels of job satisfaction amongst information technology employees in the context of compensation structure. The sample group (N = 45) We have included across the following occupational classes: Individual contributor, junior level management, Middle level management, senior level management. The Job Descriptive Index questionnaire (JDI) measures job satisfaction on five job facets, namely, salary, promotions, working conditions, co-workers and the work life balance itself. Descriptive statistics were used to analyze the data. A biographical questionnaire and the Job Descriptive Index questionnaire (JDI) were administered to gather the data. This paper reviewed presented literature to get what other researchers have done to make sure that IT employees obtain job satisfaction.

Keywords: Occupation class, Job satisfaction, Information technology, Organizations, Compensation structure.

Introduction:

This study aims to limit the effect of Compensation on Job Satisfaction and Employee Performance during Covid-19 in the IT Industry. As we all know the pandemic has badly affected the entire world. As the coronavirus disease (COVID-19) pandemic continues and the economic consequences are becoming increasingly severe, this post data analysis and its impact on private company compensation programs at this time of economic uncertainty in India. Without making appropriate adjustments to compensation programs to account for the impact of COVID-19, it would be a problem for the companies if they are not reviewing and revising the monetary and non-monetary compensation. Many of the organizations are doing layoff, retrenchment and salary deductions during the pandemic, but on the other hand many sectors provide a good compensation structure to their employees for increasing their performance and providing satisfaction for their work.

As time is very crucial for every employee to have complete financial security as a kind of insecurity has developed in the minds of employees due to total shut down and companies starting deductions. Compensation

can increase and decrease the achievement of work (performance), the satisfaction of work, and motivate work employees even in the pandemic also because compensation policy is the primary factor to attract the employee for joining the organization.

Compensation structure offered to employees must be reasonable and fair, because it can improve the ability of employees to increase work productivity, it is because employees can feel satisfaction in carrying out their work.

In this pandemic era too, compensation that was given to the employees is very influential on the level of satisfaction of work and motivation to work, as well as the results of the work. Although big IT companies Many companies hardly get affected because of the pandemic as work from culture is not new for them.

Introduction of the Sector

This study aims to determine the impact of Compensation on Job Satisfaction and Employee Performance during Covid-19 in the IT Industry. Indian IT industry has more than 17,000 firms, of which over 1,000 are large firms with over 50 delivery locations in India. The country's cost competitiveness in providing IT services, which is approximately 3-4 times more cost-effective than the US, continues to be its unique selling proposition in the global sourcing market. Information Technology in India is an industry consisting of two major components-IT services & business process outsourcing (BPO). The IT industry accounted for 8% of India's GDP in 2020.

Exports from the Indian IT industry are expected to increase by 1.9% to reach US$ 150 billion in FY21. In 2020, the IT industry recorded 138,000 new hires. One of the biggest benefits that the IT industry provides in India is the employment it can generate. This is the major reason to take the IT industry for this research, as most of the employees are working in the IT Industry. So, research on the employees of the IT Industry can be useful to understand the impact of Compensation on Job Satisfaction and Employee Performance. This research is carried out in the metro cities of India in the IT Industry.

Motivation of the Study:

As the title shows this study is based on the impact of compensation on job satisfaction and employee performance in covid-19 situations in the IT Sector. As we all know that financial security of each and every person provides a huge satisfaction to work efficiently. And nowadays if people have jobs for their security then it is nothing less than a blessing. But also many organizations are suffering from various issues which are affecting their businesses. And it is tough to provide a complete and fair compensation to their employees. But if we talk about the other side of the phrase, some sectors are providing great compensation even for their future security. The motivation behind this study is to identify the importance of compensation in the life of an employee even in this situation where no one is able to go outside the home. This research will also help the human resources department to analyse the significance of their compensation structure policy.

Scope of the study

The focus of this study is to examine the effect of the Compensation, on the Job Satisfaction and its implication to the Employees Performance of Corporate Sector This research consists the management and other staff of the organization The sampling will cover the staff and simple random sampling technique would be used There is a questionnaire by the help of we collect the data or information of the study. The questionnaire would be structured in a way that it will give close open answer Compensation as financial and non-financial extrinsic rewards provided by an employer for the time, skills and efforts made available by the employee in fulfilling job requirements aimed at achieving organization objectives Job satisfaction has remained a remarkable area in the field of management, psychology and organizational. It is necessary for management to look into the welfare and well-being of their employees. A happy employee is regarded as a more efficient and more productive employee. Employees join organizations with certain motives like job security, better prospects in future and

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satisfaction of both social and psychological needs. job satisfaction is also linked to employee performance, which in turn is linked to higher profits. Those employees who feel happy and content in their roles are much more likely to approach the tasks that they need to carry out with enthusiasm and dedication.

Research Objective

Primary Objective:

The primary objective of this research is to analyze the effect of the Compensation on the Job Satisfaction and Employees Performance in the IT Industry.

Secondary Objective:

The secondary objective of this research is to analyze the Compensation, Job satisfaction and the Employees Performance of IT Industries in Metro Cities.

To identify the difference in different variables on the basis of various demographic factors.

Research Model:
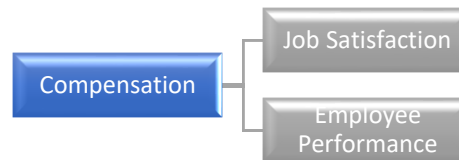
Compensation

Compensation refers to all the provided monetary and non-monetary rewards an employee receives from the employer as part of the employment relationship. Compensation as a systematic approach to providing monetary value to employees in exchange for work performed. Compensation may achieve several purposes like assisting in recruitment, job performance, and job satisfaction. It can be said that compensation is the "glue" that binds the employee and the employer together in the organized sector, which is further codified in the form of a contract or a mutually binding legal document that spells out exactly how much should be paid to the employee and the components of the compensation package.

Job Satisfaction (JS)

Job Satisfaction (JS) refers to a type of person's sensation of satisfaction on the job, which acts as an enthusiasm to work. It is not the self-satisfaction, pleasure or self-contentment but the satisfaction on the job. Hop pock describes Job Satisfaction (JS) as "any uniting of psychological, physiological and environmental situations that cause and person honestly to say I am satisfied with my job. Job Satisfaction (JS) is outlined because of the, "pleasurable emotional state resulting from the assessment of one's job as achieving or facilitating the achievement of one's job values.

The term Job Satisfaction (JS) refers to an employee's general perspective towards his job. Job Satisfaction (JS) is the favourableness or un-favourableness with which employee's interpret their work. In order to recognize Job Satisfaction (JS), maybe the first step should be to establish the boundaries among such terms as attitudes, motivation and morale. A job is a significant portion of life. Job Satisfaction (JS) affects one's general life satisfaction. The result is that satisfaction rises from a composite set of conditions in the same way the motivation does.

Employee Performance (EP)

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Employee performance (EP) is normally looked at in terms of outcomes. However, it can also be looked at in terms of behavior. Employee's performance (EP) is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance for example using productivity, efficiency, effectiveness, quality and profitability measures. Profitability is the ability to earn profits consistently over a period of time. Productivity is expressed as a ratio of output to that of input. It is a measure of how the individual, organization and industry converts input resources into goods and services.

Review of Literature:

(Murtiningsih, 2019). The purpose of this study was to analyze the effect of **compensation, training and development, and organizational culture on job satisfaction and employee retention.** The results show that compensation has a positive effect on job satisfaction. **(Sudiarditha, 2019).** This study aims to determine the effect of compensation and work discipline on employee performance through job satisfaction as an intervening. This research is conducted at PT. XD Sakti Indonesia. The results showed that compensation had a positive and significant effect on employee performance through job satisfaction as an intervening.

(Adeoye & Fields, 2014) The study was an attempt to investigate the relationship between compensation management and employees' job satisfaction in Nigeria's Insurance Sector. The statistical analysis revealed that compensation management and employees' job satisfaction are significantly correlated though weak and that compensation management has an impact on motivation and job satisfaction of employees'.

(Atif et al., 2011) The purpose of this study is to investigate the relationship between employee retention, job satisfaction, perceived supervisory support and compensation by considering the organizational commitment as a mediating variable in the pharmaceutical industry in Pakistan. The results signify that a positive and significant relationship exists between compensation, and organizational commitment. The results further conclude that organizational commitment has a strong and positive relationship with employee job satisfaction and employee retention.

(Rasmi et al., 2020) This paper aims to determine and analyze the impact of compensation, work environment, and organizational commitment towards job satisfaction on the performance of private high school teachers in the city of Makassar. The results of this study indicated that first, compensation has a positive and significant impact on job satisfaction. Second, the work environment has a positive and significant impact on job satisfaction.

(Rinny et al., 2020) This study aims to examine and analyze the income of compensation, job promotions and job satisfaction on the performance of Mercu Buana University's teaching staff.. The analytical method used in this study is multiple linear regression. The results showed that compensation, job promotions and job satisfaction simultaneously had a significant effect on performance. Partial compensation does not affect performance.

(Bibi et al., 2017) The present study investigated the relationship between compensation, promotional opportunities and employees' retention. The results also revealed that the work environment moderates the relationships between compensation and employee retention and promotional opportunities and employee retention. Finally, the implications, limitations and recommendations for further research were discussed.

 (Saban et al., 2020) The purpose of this study was to analyze the influence of the Islamic work ethic, competencies, compensation and work culture on the job satisfaction of four-star hotel employees, analyze the influence of the Islamic work ethic, competencies, compensation and work culture on the four-star hotel employees performance, analyze the effect of job satisfaction on four-star hotel employee performance. The results of the study found that directly, there were nine hypotheses that gave a positive and significant influence, namely; Islamic work ethic, competencies, compensation and work culture for employees job satisfaction,

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furthermore Islamic work ethic, competencies, compensation and work culture for four-star hotel employee satisfaction and performance.

(Haryadi et al., 2016) The impact of design components and job satisfaction on employee performance. The result shows that skill variety gives positive influence to job satisfaction, skill variety does not give an influence to performance, task identity does not give any influence to job satisfaction, task identity gives a positive influence to performance, task significance does not give any influence to job satisfaction, task significance gives a positive influence to performance, autonomy does not give any influence to job satisfaction, autonomy does not give a positive influence to performance, feedback about result gives a positive influence to job satisfaction, feedback about result does not give any influence to performance, job satisfaction gives a positive influence to performance.

(Winda et al., 2017) This research was done to know how far compensation is investigated, in this case there are direct and indirect financial compensation and also career development which training program is included, promotion and assessment which influence to job satisfaction which focus on the work itself, supervision and work partner, and also is linked to employee performance with work quantity indicator, work quality, time accuracy, teamwork and presence in the workplace. The findings of this study showed Compensation and Career Development had a significant effect towards Job Satisfaction, Compensation and Career Development had a significant effect towards Employee Performance. Furthermore, Job Satisfaction had a significant effect towards Employee Performance.

(Salisu et al., 2015) A study established a theoretical framework based on equity theory and used it to examine how different compensation packages might be influencing workers' job satisfaction. The findings of the study revealed that compensation impacts positively to workers' job satisfaction.

(Paais & Pattiruhu, 2020) The study investigates by empirical methods the effect of motivation, leadership, and organizational culture on job satisfaction, and employee performance at Wahana Resources Ltd North Seram District, Central Maluku Regency, Indonesia. The results of data analysis showed that work motivation and organizational culture had a positive and significant effect on performance, but did not significantly influence employee job satisfaction.

(Sugiono & Efendi, 2020) The purpose of this thesis is to study the influence of leadership style, work discipline, compensation, job satisfaction and employee performance at PT. This study indicates that each dimension of leadership style, work discipline, and compensation has a direct and significant positive effect on the performance of PT. Sraya Dinamika Mandiri employees. Job satisfaction directly has a positive and significant impact on employee performance. However, work discipline has no positive and significant effect on job satisfaction, and work discipline has no positive impact on employee performance through job satisfaction.

(Misra et al., 2021) The present study seeks to analyze the impact of Compensation components in terms of Rewards and Benefits and Organizational Justice on Turnover Intentions and the role of Job Satisfaction in terms of Pay. The research also showed that employees believed in having a clear and transparent compensation system reflective of performance and productivity and they were keen that the Management should be willing to address any pay issues. Job satisfaction in terms of pay was seen to be impacted by pay received in relation to referent others and the Management should be conscious of attempting to maintain parity amongst employees and relative to other Companies in the Retail industry.

(Christen et al., 2006) The objective of this article was to clarify ambiguities in the literature regarding the relationships among three key constructs of work relationships: effort, job performance, and job satisfaction. The relationship between job performance and job satisfaction is of central interest to research in organizational psychology. The current findings emphasize the need to distinguish clearly between factors that represent employees' inputs in a work relationship (i.e., effort) and those that represent their outputs (i.e., job performance).

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(Basher Rubel & Kee, 2014) The objective of this study was to examine the relationship of quality of work life (QWL) as antecedent of job satisfaction and employee in-role performance as outcome of job satisfaction of the operators working in the readymade garment organizations in Bangladesh. The result of the study indicated that supervisor behaviour, compensation and benefits and work life balance all have a positive significant influence on job satisfaction where compensation and benefits has the highest impact.

(Ramli, 2019) This study reviewed the influence of age, sex and experience of employees on level of job satisfaction. It also covered and investigated different events which can satisfy the employees on jobs, their retention in the job, and why employees stay and leave the organization. The data analysis shows that there exists a positive correlation between job satisfaction and organizational performance.

(Kumar, 2016) This study, therefore, seeks to establish the effects of compensation on job satisfaction among primary school teachers, secondary school teachers and college teachers in Bangladesh. Analyses of the study reveal that a significant relation is observed between the compensation factors and the job satisfaction of the teachers. Overall, the teachers' job satisfaction levels are not so elevated (mean value is 3.46 and a standard deviation is 0.982). Besides, the differences among the demographic variables (age, gender, monthly income level, job experience, and education) and the attitudes towards these factors and the levels of job satisfaction are also measured. This study provides significant information for educational institutions regarding compensation factors of job satisfaction.

(Singh, 2013) Happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. Furthermore, environmental pressures, rising health costs and various needs of the workforce also pose a challenge for the management.

(Rosalia et al., 2020) The purpose of this study was to determine the effect of compensation, motivation, job satisfaction, variables on employee performance, and the effect of job satisfaction variables on the performance of employees of SMK Medika Samarinda.. As for the indirect effect, the compensation results did not have a significant negative effect on employee performance through job satisfaction as an intervening variable, and motivation had a significant positive effect on employee performance through job satisfaction as an intervening variable. This shows that job satisfaction of employees of SMK Medika Samarinda can affect employees at work.

(Ekhsan et al., 2019) This research was conducted find out the motivation, job satisfaction and compensation applied in PT Selatan Selabara, a mining and port services company. The result of the partial test (t test) indicates that there is a significant influence between motivation, job satisfaction and compensation for each employee's productivity. In the meanwhile, only job satisfaction and compensation have a strong positive relationship to employee's productivity. The result of the determination test shows that the determination coefficient is 0.737, which means that the contribution of motivation, job satisfaction, and compensation to employee performance is 73.7%, in the meanwhile the rest is caused by another factor.

(Terera & Ngirande, 2014) The objectives of this study were to determine the impact of rewards on employee retention, to establish whether there is a relationship between rewards and job satisfaction, to establish the relationship between job satisfaction and employee retention and to make recommendations to the policy makers in the organization on possible ways/strategies to improve employee retention based on the research findings.. The study revealed that employee rewards lead to employee retention but however, they do not result in job satisfaction.

(Verozika, 2018) The purpose of this study was to analyze and obtain empirical evidence related to the compensation and job motivation toward the performance of employees of the Directorate General of Taxes through job satisfaction as mediating variables. The findings of this study showed that Compensation and Job Motivation had a significant effect towards Job Satisfaction, Compensation and Job Motivation had a significant

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effect towards Employee Performance. Furthermore, Job Satisfaction had a significant effect towards Employee Performance.

(Kamath & Verma, 2020) The main objective of the paper was to find out the impact or effect of compensation on the job satisfaction level of the faculties working in the educational institutions in India. Therefore, it was found that compensation had a positive impact on the job satisfaction of the faculties are the major asset to any organization as its the manpower who works efficiently and effectively with all other resources to achieve the objective of the organization.

(Bhatti & Qureshi, 2007) The main intention of this study was to find out the relationship among employee participation, job satisfaction, employee productivity and employee commitment.. The findings of this study are that employee participation is not only an important determinant of job satisfaction components. Increasing employee participation will have a positive effect on employee's job satisfaction, employee commitment and employee productivity

Research Gap

- A number of studies have been carried out to study the impact of compensation on Job Satisfaction and Employee Performance across various countries and also different cities in India in different sectors but the same has not been explored so much in IT Industry in metro cities of India during Pandemic (Covid-19). So to fill that gap and to find out the impact of the same in IT Industry during Covid-19, this study is conducted. It has not been done in virtual mode. The geographical segmentation is huge in this study.

Research Objective

- The primary objective of this research is to analyze the effect of the Compensation on the Job Satisfaction and Employees Performance in IT Industry.
- To identify the difference in different variables on the basis of various demographic factors.

Hypotheses :

- H01: There is no difference in Job Satisfaction based on Gender.
- Ha2: There is a difference in Job Satisfaction based on Gender.
- H02: There is no difference in Employee Performance based on Gender.
- Ha2: There is a difference in Employee Performance based on Gender.
- H03: There is no difference in Job Satisfaction based on Age.
- Ha3: There is a difference in Job Satisfaction based on Age.
- H04: There is no difference in Employee Performance based on Age.
- Ha4: There is a difference in Employee Performance based on Age.
- H05: There is no difference in Job Satisfaction based on Work Experience.
- Ha5: There is a difference in Job Satisfaction based on Work Experience.
- H06: There is no difference in Employee Performance based on Work Experience.
- Ha6: There is a difference in Employee Performance based on Work Experience.
- H07: There is no difference in Job Satisfaction based on Income.
- Ha7: There is a difference in Job Satisfaction based on Income.
- H08: There is no difference in Employee Performance based on Income.
- Ha8: There is a difference in Employee Performance based on Income.
- H09: There is no significant impact of Compensation on Job Satisfaction.
- Ha9: There is a significant impact of Compensation on Job Satisfaction
- H10: There is no significant impact of Compensation on Employee Performance.
- Ha10: There is a significant impact of Compensation on Employee Performance.

Research Design:

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According to Adams and Schvaneveldt (1985:103) "Research design refers to a plan, blueprint or guide for data collection and interpretation – a set of rules that enable the investigator to conceptualize and observe the problem under study" .

The aim of this research is to test the relationship between independent variables and dependent variables. A Causal Research design is an appropriate strategy given for the nature of the variables. This section includes a discussion of Causal Research design

Causal Research Design: Causal-comparative / quasi experimental research attempts to establish cause effect relationships among the variables. These types of design are very similar to true experiments, but with some key differences. An independent variable is identified but not manipulated by the experimenter, and effects of the independent variable on the dependent variable are measured. The researcher does not randomly assign groups and must use ones that are naturally formed or pre-existing groups.

Sample Design: A sample design is the framework, or road map, that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey as well.

Sample Frame: A sampling frame is a list used to define a researcher's population of interest. The sampling frame defines a set of elements from which a researcher can select a sample of the target population. The sampling frame of this research is the employees of IT Companies in Metro Cities (Delhi, Mumbai, Chennai, Kolkata, Bangalore, Ahmedabad, Pune, Hyderabad).

Sample Unit: The term sampling unit refers to a singular value within a sample database. In this Research, each employee of an IT Company in Metro Cities is representing the sample unit.

Sampling Method:

Sampling is a technique of selecting individual members or a subset of the population to make statistical inferences from them and estimate characteristics of the whole population.

In this research, Snowball Sampling is used which is discussed below:

Snowball Sampling : Snowball sampling or chain-referral sampling is a non-probability sampling technique where existing study subjects recruit future subjects from among their acquaintances. Thus, the sample group is said to grow like a rolling snowball. As the sample builds up, enough data is gathered to be useful for research.

In this research, It is extremely difficult to collect Primary data sources unless an employee of the selected IT companies agrees to have a direct conversation and provide the contact details of other employees.

Sample Size: A sample size is a part of the population chosen for a survey or experiment. The targeted population for this study is employees in IT Companies of Metro Cities, India. For the purpose of this study a sample 20 IT Companies (**TCS, vTech Solution, Capgemini, Cognizant, Collabera, Talentica, Symantec, Wipro, HCl, Hexaware, Infosys, Tech Mahindra, Oracle, Deqode, Cisco, Logica, Polaris Software, KPMG, Deloitte**) was randomly drawn from the list of IT Companies through lottery system by believing that this technique to be valid as it provides equal opportunity of selection for each element in a population. 209 employees successfully completed and returned the questionnaires, resulting in a response rate of 69.66% Approximately.

Data Collection:
Primary Data :

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Primary data is information collected through original or first-hand research. For the purposes of this research, the questionnaires were used to gather the necessary information from the employees of IT Companies.

Research Instrument: The term research instrument refers to any tool that is used to collect or obtain data, measure data and analyze data that is relevant to the subject of research.

The format of a research instrument may consist of questionnaires, surveys, interviews, or simple tests. The choice of which specific research instrument tool to use will be decided on by the researcher.

In this Research, two sections of questionnaires were used to obtain information. First Section is of demographic variable and Another section is of independent and dependent variable i.e Compensation and Job Satisfaction, Employee Performance, respectively.

S.No	Demographic variables	Groups
1	Age	20-30 years 30-40 years 40-50 years 50-60 years - Above 60 years
2	Gender	- Male - Female
3	Income	2-5 lakh 5-10 lakh 10-15 lakh 15-20 lakh - Above 20 lakh
4	Work experience	2-5 years 5-10 years 10-15 years 15-20 years - Above 20 years

Section B

S.No	Variables	No. of items	Sources
1	**Compensation**	6	Compensation, Job Satisfaction And Employee Performance In Health Services **Abdul Haeba Ramli**
2	**Job Satisfaction (JS)**	6	
3	**Employee Performance (EP)**	3	

Tool And Test To be used:

In this research, **SPSS (Statistical package for the social sciences)** tool is used. It is the set of software programs that are combined together in a single package. The SPSS software platform offers advanced

statistical analysis, a vast library of machine learning algorithms, text analysis, integration with big data and seamless deployment into applications.

Its ease of use, flexibility and scalability make SPSS accessible to users of all skill levels. It is suitable for projects of all sizes and levels of complexity, and can help in improving efficiency and minimize risk.

Tests :

Reliability Analysis

Reliability analysis allows you to study the properties of measurement scales and the items that compose the scales. The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale.

T-test

A t test is used when we wish to compare two means (the scores must be measured on an interval or ratio measurement scale).

ANOVA

Analysis of variance (ANOVA) is a statistical technique that is used to check if the means of two or more groups are significantly different from each other. ANOVA checks the impact of one or more factors by comparing the means of different samples.

Regression

Regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables.

Descriptive Analysis:-

In the study there were total 209 respondents and from which 125 male and 84 female, 95 from age group of 20-30Years, 83 from age group of 30-40Years, 26 from age group of 40-50Years, 4 from age group of 50-60Years and 1 from the age Group of above 60 Years.

In this study Work Experience is also taken as Demographic Variable and results revealed that 74 respondents have experience of 0-5 years, 97 respondents have experience of 5-10 years, 35 respondents have experience of 10-15 years, 35 respondents have experience of 15-20 years and no respondent have experience of more than 20 years.

In this study Income is also taken as Demographic Variable and results revealed that 60 respondents have Income of 2-5 Lakh , 92 respondents have Income of 5-10 Lakh , 40 respondents have Income of 10-15 Lakh , 17 respondents have Income of 15 Lakh and above.

Result :-

Reliability Analysis:-

Reliability test on **Compensation (C)**

Reliability Statistics

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Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.738	.738	6

Reliability test on **Job Satisfaction (JS)**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.762	.762	6

Reliability test on **Employee Performance (EP)**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.719	.719	3

Six items are chosen to test the reliability of **Compensation (C)** and Cronbach's Alpha is 0.738, Six items are chosen to test the reliability of **Job Satisfaction (JS)** and Cronbach's Alpha is 0.762 and Respectively 3 items are chosen to test the reliability of **Employee Performance (EP)** and Cronbach's Alpha is 0.719. The internal reliabilities of all the measures are above 0.7, meeting the minimum threshold which indicates that all the items in each measure were internally consistent and are considered acceptable for testing. Therefore the study concluded that all the constructs are reliable.

T-Test Analysis On Gender :

H01: There is no difference in Job Satisfaction based on Gender.

Ha1: There is a difference in Job Satisfaction based on Gender.

 Result: -There is no significant difference in the Job Satisfaction for Male (M = 3.52, SD = .0.63) and Female (M = 3.36, SD = 0.55) conditions; t (207) =1.84, p=0.06.

Based on the above statement the results suggest that gender really does not have an effect on Job Satisfaction (JS). Therefore, it can be concluded that the difference between the mean value of male and female is not significant at .05 level. So the hypothesis H01 is not rejected.

H02: There is no difference in Employee Performance based on Gender.

Ha2: There is a difference in Employee Performance based on Gender.

Independent Samples Test								
	Levene's Test forEquality of Variances		t-test for Equality of Means					
								95% Confidence Interval of the
	F	Sig.	t	d	Sig. (2-	Mean Differenc	Std. Error Differenc	

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				f	tailed)	e	e	Differenc e	
								Lower	Upper
Mean_JS	Equal variances assumed	1.339	.249	1.843	207	.067	.15827	.08589	-.01106	.32760
	Equal variances not assumed			1.892	193.094	.060	.15827	.08367	-.00675	.32329

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Mean_JS	Male	125	3.5253	.63959	.05721
	Female	84	3.3671	.55956	.06105

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Mean_EP	Male	125	3.5067	.72537	.06488
	Female	84	3.4762	.64271	.07013

Independent Samples Test									
Levene's Test for Equality ofVariances				t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
									Lower	Upper
Mean_EP	Equal variances assumed	1.534	.217	.312	207	.756	.03048	.09783	-.16239	.22335
	Equal variances not assumed			.319	191.827	.750	.03048	.09554	-.15796	.21891

Result :-

"There is no significant difference in the Employee Performance (EP) for Male (M = 3.50, SD = .0.72) and Female (M = 3.47, SD = 0.64) conditions; t (207) =0.312, p= 0.75."

Interpretation: -

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Based on the above statement the results suggest that gender really does not have an effect on Employee Performance (EP). Therefore, it can be concluded that the difference between the mean value of male and female is not significant at .05 level. So the hypothesis H02 is not rejected.

ANOVA on Age :

H03: There is no difference in Job Satisfaction based on Age.Ha3: There is difference in Job Satisfaction based on Age.

ANOVA					
Mean_JS					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.350	4	.838	2.290	.061
Within Groups	74.621	204	.366		
Total	77.972	208			

Descriptives								
Mean_JS								
					95% Confidence Interval for Mean			
					Lower Bound	Upper Bound		
	N	Mean	Std. Deviation	Std. Error			Minimum	Maximum
20-30Years	95	3.4404	.67587	.06934	3.3027	3.5780	1.00	5.00
30-40Years	83	3.3956	.51843	.05691	3.2824	3.5088	2.33	4.50
40-50Years	26	3.6218	.61745	.12109	3.3724	3.8712	2.67	4.50
50-60Years	4	4.1667	.19245	.09623	3.8604	4.4729	4.00	4.33
Above 60	1	4.0000	.	.	.	.	4.00	4.00
Total	209	3.4617	.61226	.04235	3.3782	3.5452	1.00	5.00

Result:-

"There is no significant difference in Job Satisfaction (JS) on the basis of different age groups at P < 0.05 level for the five conditions [F (4,204) = 2.290 , p = 0.061]."

Interpretation:-

The mean value of different age groups is not significant at 0.05 levels. So the hypothesis H03 is not rejected.

H04: There is no difference in Employee Performance based on Age.

Ha4: There is a difference in Employee Performance based on Age.

ANOVA

Mean_EP					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.959	4	1.240	2.673	.033
Within Groups	94.618	204	.464		
Total	99.577	208			

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Descriptives								
Mean_EP								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
20- 30Years	95	3.4561	.73103	.07500	3.3072	3.6051	1.00	5.00
30- 40Years	83	3.4739	.61842	.06788	3.3389	3.6089	2.33	4.67
40- 50Years	26	3.5128	.71945	.14110	3.2222	3.8034	2.33	4.67
50-60Years	4	4.4167	.16667	.08333	4.1515	4.6819	4.33	4.67
Above 60	1	4.6667	.	.	.	.	4.67	4.67
Total	209	3.4944	.69191	.04786	3.4001	3.5888	1.00	5.00

Result: -

"There is a significant difference in Employee Performance (EP) on the basis of different age groups at $P < 0.05$ level for the five conditions [$F_{(4,204)} = 2.673$, $p = 0.03$]."

Interpretation: -

The mean value of different age groups is significant at 0.05 levels. So the hypothesis Ha4 is not rejected.

ANOVA on Work Experience:

H05: There is no difference in Job Satisfaction based on Work Experience.

Ha5: There is a difference in Job Satisfaction based on Work Experience.

Mean_JS					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.184	3	.395	1.054	.370
Within Groups	76.787	205	.375		
Total	77.972	208			

Descriptive							
Mean_JS							
	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
				Lower Bound	Upper Bound		
2-5Years	3.5135	.66367	.07715	3.3598	3.6673	1.00	5.00
5-10Years	3.3918	.58583	.05948	3.2737	3.5098	1.67	4.50
10-15Years	3.5143	.55626	.09403	3.3232	3.7054	2.67	4.50
15-20Years	3.8333	.76376	.44096	1.9360	5.7306	3.00	4.50
Total	3.4617	.61226	.04235	3.3782	3.5452	1.00	5.00

Result:-

"There is no significant difference in Job Satisfaction (JS) on the basis of different work experience groups at $P < 0.05$ level for the four conditions [$F_{(3,205)} = 1.054$, $p = 0.370$]."

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Interpretation:-

The mean value of different work experience groups is not significant at 0.05 levels. So the hypothesis H05 is not rejected.

H06: There is no difference in Employee Performance based on Work Experience.

Ha6: There is a difference in Employee Performance based on Work Experience.

ANOVA					
Mean_EP					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.111	3	.370	.771	.512
Within Groups	98.466	205	.480		
Total	99.577	208			

Descriptives								
Mean_EP								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
2-5Years	74	3.4955	.76499	.08893	3.3183	3.6727	1.00	5.00
5-10Years	97	3.4433	.63231	.06420	3.3159	3.5707	2.33	5.00
10-15Years	35	3.6000	.68979	.11660	3.3630	3.8370	2.33	4.67
15-20Years	3	3.8889	.76980	.44444	1.9766	5.8012	3.00	4.33
Total	209	3.4944	.69191	.04786	3.4001	3.5888	1.00	5.00

Result: -

"There is no significant difference in Employee Performance (EP) on the basis of different work experience groups at P < 0.05 level for the four conditions [F (3,205) = 0.771 , p = 0.512]."

Interpretation: -

The mean value of different work experience groups is not significant at 0.05 levels. So the hypothesis H06 is not rejected.

ANOVA on Income

H07: There is no difference in Job Satisfaction based on Income.

Ha7: There is a difference in Job Satisfaction based on Income.

ANOVA

Mean_JS	Sum of Squares	df		Mean Square	F	Sig.
Between Groups	5.591		3	1.864	5.279	.002
Within Groups	72.380		205	.353		
Total	77.972		208			

Descriptives

Mean_JS

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
2-5Lakh	60	3.5583	.64354	.08308	3.3921	3.7246	1.67	5.00
5-10Lakh	92	3.2826	.57456	.05990	3.1636	3.4016	1.00	4.50
10-15Lakh	40	3.6250	.55438	.08766	3.4477	3.8023	2.83	4.50
15-20Lakh	17	3.7059	.60819	.14751	3.3932	4.0186	3.00	4.50
Total	209	3.4617	.61226	.04235	3.3782	3.5452	1.00	5.00

Result:-

"There is a significant difference in Job Satisfaction (JS) on the basis of different income groups at $P < 0.05$ level for the four conditions [$F_{(3,205)} = 5.279$, $p = 0.02$]."

Interpretation:-

The mean value of different income groups is significant at 0.05 levels. So the hypothesis Ha7 is not rejected.

H08: There is no difference in Employee Performance based on Income.

Ha8: There is a difference in Employee Performance based on Income.

ANOVA

ANOVA

Mean_EP

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.228	3	1.743	3.786	.011
Within Groups	94.349	205	.460		
Total	99.577	208			

Descriptives

Mean_EP

	N	Mean	Std. Deviation	td. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
2-5Lakh	60	3.5500	.76610	.09890	3.3521	3.7479	1.00	5.00
5-10Lakh	92	3.3297	.59811	.06236	3.2058	3.4536	1.00	5.00
10-15Lakh	40	3.6750	.71407	.11290	3.4466	3.9034	2.33	4.67
15-20Lakh	17	3.7647	.67459	.16361	3.4179	4.1115	3.00	4.67
Total	209	3.4944	.69191	.04786	3.4001	3.5888	1.00	5.00

Result:-

"There is a significance difference in Employee Performance (EP) on the basis of different income group at $P < 0.05$ level for the four conditions [$F_{(3,205)} = 3.786$, $p = 0.011$]."

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Interpretation:-

The mean value of different income groups is significant at 0.05 levels. So the hypothesis Ha8 is not rejected.

Regression

H09: There is no significant impact of Compensation on Job Satisfaction.

Ha9 : There is a significant impact of Compensation on Job Satisfaction.

Model Summary[b]									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.557[a]	.310	.307	.50963	.310	93.211	1	207	.000
a. Predictors: (Constant), Mean_CS									
b. Dependent Variable: Mean_JS									

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.209	1	24.209	93.211	.000[b]
	Residual	53.763	207	.260		
	Total	77.972	208			
a. Dependent Variable: Mean_JS						
b. Predictors: (Constant), Mean_CS						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.605	.195		8.212	.000
	Mean_CS	.561	.058	.557	9.655	.000
a. Dependent Variable: Mean_JS						

Result:-

Compensation (C) has a significant impact on Job Satisfaction (JS), b = 0.561, t (208) = 9.655, p < 0.050, 0.000. Compensation (C) also explained a significant proportion of variance for Job Satisfaction (JS) 31 %, R2 = 0.307, F (1,207) = 93.211, p < 0.05, .000.

Interpretation:-

The above statement indicates that there is a weak relation between Compensation (C) and Job Satisfaction (JS) but also it indicates that there is a significant impact of Compensation (C) on Job Satisfaction (JS) p < 0.05 level. So, the hypothesis Ha9 is not rejected.

H10:There is no significant impact of Compensation on Employee Performance.

Ha10:There is a significant impact of Compensation on Employee Performance.

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Model Summary[b]					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.379[a]	.144	.139	.64185	.144	34.705	1	207	.000
a. Predictors: (Constant), Mean_CS									
b. Dependent Variable: Mean_EP									

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.298	1	14.298	34.705	.000[b]
	Residual	85.279	207	.412		
	Total	99.577	208			
a. Dependent Variable: Mean_EP						
b. Predictors: (Constant), Mean_CS						

Result:-

Compensation (C) has significant impact on Employee Performance (EP), b = 0.431, t (208) = 9.655, p

< 0.050, 0.000. Compensation (C) also explained a significant proportion of variance for Employee Performance (EP) 37 %, R^2 = .144 F (1,207) =34.705, p < 0.05, .000.

Interpretation:-

Based on above statement indicates that there is a weak relation between Compensation (C) and Employee Performance (EP) but also it indicates that there is a significant impact of Compensation (C) on Employee Performance (EP) p < 0.05 level. So, the hypothesis Ha10 is not rejected

Findings

This exploration is an endeavor to inspect the effect of **Compensation** on **Job Satisfaction** and **Employee Performance** of employees which uncovered that **Compensation(C)** has a relationship with **Job Satisfaction** and **Employee Performance**. It was likewise discovered that **gender, age,** and **work experience** don't indicate any difference on **Job Satisfaction** and **Employee Performance** but it is also discovered that **Income** has significant difference on **Job Satisfaction** and **Employee Performance**. But it also concluded that there is a significant relationship between **Compensation** and **Job Satisfaction**. **Employee Performance**. Hence, it can be concluded that **Employee Performance (EP) and Job Satisfaction** can impacted, improved and influenced by **Compensation .**

Findings:-

1. In this research T- test was apply to identify the difference of gender on **Job Satisfaction (JS)** and **Employee Performance (EP).** The result of the test shows that there is no significant difference on **Employee Performance (EP) and Job Satisfaction (JS)** on the basis of gender.

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2. The ANOVA test was applied on the age group (20-30, 30-40, 40-50, 50-60 and Above 60) on **Job Satisfaction (JS)** and resultof the study showed that there is no significant difference on the basis of age group on **Job Satisfaction (JS).**

3. The ANOVA test was applied on the age group (20-30, 30-40, 40-50, 50-60 and Above 60) on **Employee Performance (EP)** and result of the study showed that there is significant difference on the basis of age group on **Employee Performance (EP).**

4. The ANOVA test was applied based on different Income group (2-5 lakh, 5-10 lakh, 10- 15 lakh, 15-20 lakh, above 20 lakh) to identify the difference on **Employee Performance (EP)** and **Job Satisfaction (JS)** and result of the study showed that there is no significant difference on the basis of qualification group.

5. The ANOVA test was applied on different group of work experience.The group was divided in the category of time duration (2-5, 5-10, 10-15, 15-20 and above 20 years)to identify the difference on **Employee Performance (EP)** and **Job Satisfaction (JS)** and result of the study shows that there is a significant difference on the basis of work experience.

6. The regression test was applied to find out the impact of **Compensation** on **Employee Performance (EP)** and **Job Satisfaction (JS)** and the result shows that there issignificant impact of **Compensation** on **Employee Performance (EP)** and **Job Satisfaction (JS)** on **Employee Performance (EP)** and **Job Satisfaction (JS).**

Limitations Of the Study

This study aims to determine the effect of compensation on job satisfaction and the effect of compensation on employee performance during Covid-19. Despite the interest and effort put in this research, some problems were encountered in the course of the study.

- While carrying out this study, this was held into a stipulated time limit within which the study is supposed to end. A study of this type requires more time than that which was given for full research work

- This study was limited to a specific work environment, had a limited population, hence generalizations cannot be made based on the findings. There is a need to extend the study to bigger populations before generalizations could be made.

- Despite these constraints, the research was successfully carried out through persistence and perseverance.

Suggestion

- The organizations should adopt innovative and creative compensation practices during this tough time of pandemic COVID-19 to keep employees motivated, stimulated, committed, satisfied, and blissful in this tough time. Work-from-home regime is nowadays very essential; it would be successful only with the help of online practices.

- This study is indicating that compensation could influence Job satisfaction, and employee performance; it still does not shed light on the mechanisms through which this is accomplished.

- True reflection of some of the respondents' views regarding certain sensitive issues was not obtained. Participants were given a choice of responses which included remaining neutral. Unfortunately, some

respondents chose this option rather than taking a firm stand. If they took a stand, it would be better for this study.

● Besides s a fair strategy and policy of compensation; technologies, processes, techniques and ideas should be concerned for improving employee performance and job satisfaction.

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