INTRODUCTION

‘An Empirical study on various factors influencing Employee Attitude and Behavior linkages to job performance and satisfaction in IT Organization’

Theory X and Theory Y are theories of human motivation created and developed by Douglas McGregor at the MIT Sloan School of Management in the 1960s that have been used in human resource management, organizational behavior, organizational communication and organizational development. They describe two contrasting models of workforce motivation.

Theory X and Theory Y have to do with the perceptions managers hold on their employees, not the way they generally behave. It is attitude not attributes.

McGregor's Theory Y in contrast to Theory X, which stated that workers inherently dislike and avoid work and must be driven to it, and Theory Y, which stated that work is natural and can be a source of satisfaction when aimed at higher order human psychological needs.

For Ouchi, Theory Z focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. According to Ouchi, Theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction.

Job performance is a commonly used, yet poorly defined concept in industrial and organizational psychology, the branch of psychology that deals with the workplace. It's also part of Human Resources Management. It most commonly refers to whether a person performs their job well. Despite the confusion over how it should be exactly defined, performance is an extremely important criterion that relates to organizational outcomes and success. Among the most commonly accepted theories of job performance comes from the work of John P. Campbell and colleagues. Coming from a psychological perspective, Campbell describes job performance as an individual level variable. That is, performance is something a single person does. This
differentiates it from more encompassing constructs such as organizational performance or national performance which are higher level variables.

First, Campbell defines performance as behavior. It is something done by the employee. This concept differentiates performance from outcomes. Outcomes are the result of an individual's performance, but they are also the result of other influences. In other words, there are more factors that determine outcomes than just an employee's behaviors and actions.

Job performance is a consistent and important outcome of core self-evaluations (CSE). The concept of core self-evaluations was first examined by Judge, Locke, and Durham (1997) as a dispositional predictor of job satisfaction, and involves four personality dimensions; locus of control, neuroticism, self-efficacy, and self-esteem.

The theory of Personality state that the possible combinations of the basic preferences form 16 different Personality Types. This does not mean that all (or even most) individuals will fall strictly into one category or another. As we grow and learn, most of us develop the ability to function well in realms which are not native to our basic personalities. In the trials and tribulations of life, we develop some areas of ourselves more thoroughly than other areas. With this in mind, it becomes clear that we cannot box individuals into prescribed formulas for behavior. However, we can identify our natural preferences, and learn about our natural strengths and weaknesses within that context. The theory of Personality Types contends that each of us has a natural preference which falls into one category or the other in each of these four areas, and that our native Personality Type indicates how we are likely to deal with different situations that life presents, and in which environments we are most comfortable.

Employee attitude and behavior is the vital for today's business success and to ensure the quality outcome. The individuals Behavior is the replication of the attitude. The positive or negative, high or low attitude is ultimately depends on the internal or external factors. The study significantly focuses on the factors that influencing the employee attitude and behavior and the degree of impact on their job performance and satisfaction. Why certain work in the areas in life looks easy and some looks difficult.
When people do the same work for period of time for some reason there will be considerably performance difference. Attitude of the person cannot be measured directly. But with the series of behavior activities it is easy to predict someone attitude. Attitude is Intangible which can’t be measurable, the behavior is tangible and it’s measurable by the performance outcome.