

The Study On The Differences In Demographic Characteristics On Performance Of Academic Employees.

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Abstract

This study aims at determining the differences in Demographic Characteristics on the performance of academic staff in the Eastern University, Sri Lanka. A total of 97 academic staff participated in the study. The instrument for data collection was questionnaire. Mean, Standard Deviation (SD) and Spearman's ranked order coefficient were used to analyze the data collected while ANOVA and multiple regressions were used to test the hypotheses at 0.05 probability levels. The findings revealed high level performance of academic staff in the Eastern University, Sri Lanka. The study intended to examine whether the demographic profile of the respondents make any differences on the employee performance in the Eastern University, Sri Lanka. In order to verify the difference in employee performance as a result of variation in the demographic profile of the respondents ANOVA analysis was carried out. Three items of personal attributes was considered in the demographic profile of the respondents. According to the ANOVA analysis it was found that there are no significant differences in employee performance between male and female employees of Eastern University, Sri Lanka. The results of the analysis revealed that Employees who are above 60 years of age are more willing to support towards employee performance than the employees who are less than 60years of age. The analysis revealed that there are no significant differences in employee performance between married and widowed employees of Eastern University, Sri Lanka.

Keywords: demographic characteristics, employee performance, academic staff.

1. Introduction

1.1 Background of the Study

Universities become more conscious that academicians are the key person to their accomplishment and view the mutual correlation between the organization and the academicians as a most valuable parameter in development. A consistent, leading and the dedicated employees in the public sector organizations, mostly universities, have comparatively more elevated levels of organizational commitment. If workforce is dedicated, emotionally involved and have identification with their organization, then they are more

likely to continue with the organization (Meyer & Stanley, 2002). In agreement with the consideration, the academic excellence and teaching will be enhanced by the level of performance of the workforce in the university.

The demographic characters and factors can have influence on the level of performance of employees in the organization. The demographic characters could be a basic for acquiring required knowledge, developing appropriate skills and attitude toward achieving intended organizational objectives. According to Kotler and Armstrong (2001 p. 94) demographics is the study of human population in terms of size, density, location, age, gender, race, occupation and other statistics. Demographic are the quantifiable of the statistics of a given a population. Demographic is also used to identify the study of quantifiable sub-set within a given population which characterizes that population over a specific point in time.

There are a number of demographic characteristics that are in play when employee performance management is considered. According to Bell (2008) demographic characteristics affect employee performance. Demographic differences “evoke differential expectations among the employees”. Such characteristics include education status, age, family related characteristics, marital status, ethnicity, years of service and religion. These ought to be considered while managing employee performance in order to ensure that they are not a hindrance but rather profitably utilizable. According to Birechi (2010) while managing employee performance, priority should be given to an individual’s demographic characteristics as opposed to institutionalized or generalized factors. Fletchl (2010) refers to demographic factors as biographical factors, citing examples such as race and personal career objectives as determinants to performance achievement among employees. Fernandez (1993) argues that good workforce demography practices in the area of human resources are believed to enhance employee and organizational performance. This is because managing demography involves leveraging and using the cultural differences in people’s skills, ideas and creativity to contribute to a common goal, and doing it in a way that gives the organization a competitive edge.

1.2 Research Problem

Demographic characteristics greatly influence how well an employee performs despite the fact that the employee might be having other factors determining their performance. Managing Demographic characteristics in the workplace should be the concern of every organization. In order to survive, an organization needs to be able to manage and utilize its demographic workplace effectively. Managing demographic in the workplace should be a part of the culture of the entire organization (Anderson, 2012). Fernandez (1993) argues that good workforce Demographic practices in the area of human resources are believed to enhance employee and organizational performance.

According to Auden (2009) demographic characteristics such age and educational background determines the level of employee productivity. Hayles and Mendez (1997) added a strong correlation between good diversity practices and profits. The focus on differences in individual characteristics leading to inequality has posed the challenge of achieving unity in demographic environment and harnessing those demographic characteristics to improve employee performance. Failure to manage demography in terms of race, gender, level of education, profession, ethnic affiliation, religious affiliation often leads to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other forms of inequality (Tilly, 1998; Reskin, 2003).

Employee performance has become a challenging phenomenon for both public and private organizations. Universities are no exception to the challenge of employee performance particularly with the academic staff. The Nature of Academic Staff demography varies in terms of gender, age, and marital status.

1.3 Research Questions

The following research questions are advanced in this study.

1. What is the difference in employee performance between Genders of respondents
2. What is the difference in employee performance among Age Groups of respondents
3. What is the difference in employee performance between married and widowed respondents

1.4 Objective of the Study

The specific objectives of this study are given below. These objectives have been derived from the research questions and purpose of the study.

1. To identify the difference in employee performance between Genders of respondents
2. To identify the difference in employee performance among Age Groups of respondents
3. To identify the difference in employee performance between married and widowed respondents

2. Literature review

2.1 Introduction

This section review theoretical literature on demographic characteristics and then reviews empirical literature relevant to the study and concludes with the conceptual framework. It also gives an insight of employee performance influence by demographic characteristics of employees in the Eastern University, Sri Lanka.

2.2. Concept of Demography

Demography, according to Abadina and Mba (2014), is the study of the overall social positions of individuals within the social and economic domain. This entails occupation and income, educational attainment or level and family structure or size. Furthermore, it encompasses the study of the size, structure and distribution of the populations of human beings.

Demographics may also be defined as the quantifiable characteristics of a given population. According to Popoola and Akande (2009) demography is the study of population that involves birth, death and diseases in a particular community. Modern day demographic study is however not only population conscious but also has a time dimension (Popoola and Akande, 2009).

Demographic variables or factors have also been defined by Palakurthi and Parks (2000) as the socio-economic characteristics of sales force personnel like age, educational qualification, sex, marital status and years of service. Based on this definition, Hassan and Ogunkoya (2012) identified demographic variables as education, gender, marital status and years of service.

According to Oyewole and Popoola (2015), demographic variables are personal factors that include age, gender, educational level, tenure or working experience, job level and monthly salary. Some frequently used demographic variables as gleaned from the literature include age, sex (gender), race / ethnicity, education, location of residence, socio-economic status (SES), income, employment status, religion, marital status, ownership (home, car, pet, etc), language, mobility, population size and family size.

Demographic characteristics are widely acknowledged as having a great influence on staff performance. According to George (2010) demographic characteristics are personal characteristics and include information such as ethnicity, race and family size. Bell (2008) defines demographic characteristics as personal statistics such as gender, age, sex, education level, income level, marital status, occupation, religion, birth rate, death rate, average size of family, average age at marriage. For example, considering age, one is expected to be energetic and enthusiastic at an early age of their employment. As they grow up within the organization, their performance is expected to improve with their maturity up to a certain age when their energy levels go down and thus performance slows, this is what necessitates the establishment of a retirement age (Adio, 2010).

According to Hayles and Mendez (1997) diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions. Jackson et al. (1995) define demographic characteristics as the presence of differences among members of a social unit. The workforce is more diverse in terms of gender, race, ethnicity, national origin and comprises people who are different and share different attitudes, needs, desires, values and work behaviors as noted by Rosen and Lovelace (1991). Greenberg (2004) also defines workplace demographic characteristics refers to the variety of differences between people in an organization including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, and education background.

In the present study, demographic variables are referred to as their quantifiable personal characteristics. These quantifiable characteristics as covered in this study include gender, age, and marital status. However, studies related to demographic variables are abundant in the literature but few studies have been carried out on the relationship between demographic variables and the employee performance of academic staff.

2.3. Concept of Employee Performance

Employee performance is a commonly used concept in industrial and organizational psychology. It refers to how people perform their job. Ojo (2009) defined employee performance as an extent to which the day-to-day work is being carried out. Hose (2012) simply defined it as the way employees perform their work. Also, employee performance has been defined as the total expected value to the organization of the discrete behavioural episodes that an individual performs over a stipulated period of time (Motowidlo, 2003). Many researchers have found that employee performance is not unidimensional (Hunthausen, 2000; Motowidlo, Borman, and Smit, 1997). Employee performance is therefore, an important criterion that relates to organizational outcomes and success.

Baldwin (2008) defines employee performance as a means of carrying out actions efficiently and effectively by the employees in order to achieve the predetermined objectives of an organization. According to Armstrong and Baron (2010) employee performance is the development of capabilities of both individuals and teams in order to harness their potential contributions towards the achievement of the organizational and personal goals. An important feature of these definitions is the fact that the interaction between the employee and the organization is emphasized, hence employee performance can be considered as the articulator relationship between the corporate strategy and employee input towards achieving an organization's objectives. According to Kelleher (2011) there is an inseparable link between employee and corporate performance. While the management of a firm is involved in utilizing what employees invest in the firm in terms of skills and efforts, there must be an assurance of something in return to the firm as a result of employees input. Such returns are determined numerically through the Key Performance Indicators (Kelleher, 2011).

Employee performance is therefore the main determinant of either the success or the failure of the larger corporate strategy that is in place. In order to manage employee performance well, there is need to evaluate and understand how a number of factors come into play in determining employee performance (Aguilera, 2005). There are a number of approaches and activities involved in managing employee performance. This however is depended on the overall strategy that the firm employs (Arthur, 2001). According to Armstrong and Baron (2010) performance management is both strategic and integrative. The strategic approach leans on the broader organizational environment and how the organization intends to meet its objectives. The integrated approach on the other hand is concerned with linking employee and other functional strategies to the overall strategies of the organization (Armstrong & Baron, 2010).

The different ways through which performance management is achieved include performance planning measurement and review, continuous development and improvement, communication and through maintenance of ethical standards (Amrmstrong & Baron, 2010). Organizations are therefore challenged to ensure that their employees are producing optimally (Nzuve & Singh, 1992). This is however met with a number of challenges that make it necessary to explore several ways through which performance can be enhanced. One such a way is looking at how performance determinant factors can be taken care of in order to stimulate and sustain good performance (Burlacu, 2012).

2.4. Gender and Employee performance

According to Rydstedt and Evans, (1998) that, there is a difficulty in investigating of sex differences and performance among workers in organizational settings in comparing the performance of men and women carrying out exactly the same job owing to gender segregation in the allocation of work tasks. However, Kundson N.R. cited by Hassan and Ogunkoya (2014) believed that women were as able as men if given similar exposure. Although, according to Hartman cited by Hassan and Ogunkoya (2014), men were seen as more powerful than women and viewed good performance as a male characteristic. The reason may be that women have selected career choice. Onwuchekwa (1990) confirmed this when she concluded that women in most cases engaged in some form of work which require mainly social and interpersonal skills. Ogunleye (2006), however, says that technology has

increased women's participation in both private and public sectors. They now compete with men in almost every available job in the society even those that are considered exclusively male dominated such as science, technology and mathematics related professions, but the earlier works by Graham (1997) and Ogunleye (1998) showed that women were still under represented in these professions. According to Elleus(1994), disproportionate male-female ratios in some professions make it difficult for several women to interact well with their male colleagues.

The gender of an individual affects his or her performance and as such the human resource management should have the same in consideration when assigning duties and when looking at employee performance. According to Jackson, (2009) there are many stereotypes in existence concerning the differences in abilities between men and women in many organizations. They therefore point out the possibility of having stereotypically driven performance results at the time of appraisal. Andoh, Biako and Afranie (2011) point out importance of recognizing the fact that there are only a few, gender related differences that will affect the performance of men and women. It is observed that while women are good in obeying rules and following instructions, men on the other hand are more aggressive and aim at seeing the results quickly. The differences are however minor and might not be universally adopted as an explanation as to why men and women attain different performance standards (Murray, 2002). Further Murray (2002) added that there are a number of possible explanations to this. Firstly, women are granted a longer maternity leave compared to their male counterparts who just get a few days and sometimes denied depending on the policies of the organizations they are working for. From a cultural context, women are more responsible to immediate family matters such as looking after children more than their male counterparts.

2.5. Age and Employee Performance

Few studies were reported in the literature on the link between age and employee performance. (Anumaka and Semugenyi, 2013) found that older sales representatives in a US retail services company reacted more to monetary incentives and performance feedback and less to recognition, and vice versa for younger sales representatives. Adeogun (2008) reported that money did not motivate the age group to increase performance of employees at multicultural for profit institutions of higher learning in US In trying to establish the

relationship between age and performance, Pounder (2000) observed that the average age of people in the workplace is getting higher, with increasing number of middle-aged and less old workers employed in many different jobs. In line with this, Anumaka and Ssemugenyi (2013) found the age bracket of majority of workers in academic institutions to fall between 20 and 39. Attention of researchers was also drawn to other age related factors of employee performance such as mental abilities. Age-variations in mental abilities are likely to affect productivity levels, because they are one of the most important determinants of education and work success (Barrett and Depinet 1991).

Age has been noted by many researchers as having a very crucial role in determining whether an employee will be able to perform beyond or below what is expected of them. Andoh, Biako and Afranie (2011) observe that the relationship that exists between age and performance is an issue for the coming times. According to Adler (2005) on the effects of demographic recruitment policies on employee performance, discovered that demographic factors can improve performance and recruiting from a wider range of age and ethnicity gives the firm a larger talent pool.

Andoh, Biako and Afranie (2011) also point out that the idea of age is looked at from different points of view by different people. There are those who see old age as an accumulation of experience and knowledge hence a contributory factor to the ability to perform better. On the contrary, there are those who relate old age to wearing out, tiredness, increased family and other social responsibilities and vulnerability to diseases which are contributory factors to low work.

Hedge and Borman (2012) argue against age as a determinant factor to performance. They say that age is a very weak predictor of performance and that those who make employee decisions based on age can be looked at as default decision makers who do not ascribe to any coherent form of truth. Hedge and Borman (2012) say that employee performance tends to go slow as the employee grow older. Hedge and Borman (2009) also argued that employers can as well benefit from the aging workforce by taking care of their needs that are related to aging and capitalizing on their strengths such as experience and innovation the issue of age

therefore calls for much attention as far as performance of employees is concerned. Burlacu (2012) points out that due to the rapidly changing work environment, employers within developing nations are experiencing growing diversities in the age structure of their employees, hence diversity in performance.

2.6. Marital Status and Employee performance

The condition of being married or unmarried is marital status. Marital status has emerged as a reliable predictor of organizational commitment and employee performance. Married people are more loyal to their organization than unmarried. Married people have more family obligations and require more stability and security regarding their jobs. Therefore, they are expected to be more committed to their current organization, they are working in, than their unmarried counterparts. In the light of the findings and their details, it was concluded that marital status is positively associated to the organizational commitment and performance (Ishfaq et al, 2010). Some studies have found that women who held both work and family roles reported better physical and mental health and consequently better employee performance than was reported by women who stayed at home or single (Jordan and Ziteck, 2012). According to Crawly (2005) married employees have higher intention to perform due to family commitment than unmarried employees.

2.7. Review of empirical literature

Very few previous studies have supported the contributions of demographic variables to the overall employee performance of employees or to task based and contextual components of employee performance (Motowidlo and Van Scotter, 1994; Osaremen and Ogunleye, 2009; Azil, Shaffril and Uli, 2010; Elvira and Town, 2011; Tari and Anike, 2011; Olorunsola, 2012; Amusa, Iyoro and Olabisi, 2013; Hassan and Ogunkoya, 2014; Met and Ali, 2014). Although, work in this area continues, empirical knowledge of demographic variables and the extent to which they predict their employee performance is still very limited (Vasquez-Colina, 2005).

2.8 Demographic Characteristics that Influence Employee Performance

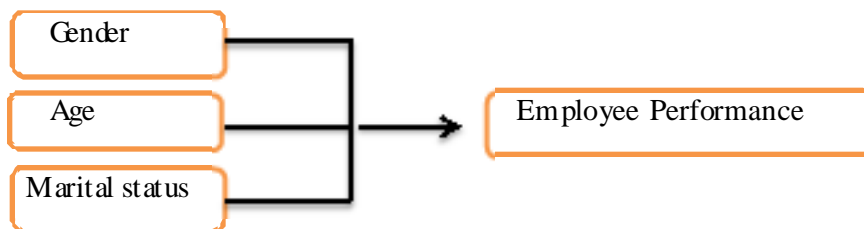
Fletchl (2010) points out that the demographic factors have an influence on whether employees will be committed to their work or not. He observes that how well the employee

performs, how many years they are ready to dedicate in service and how well they act in the best interest of the firm's objectives heavily depends on how much the organizations take care of the needs that are related to their demographic characteristics. He however fails to bring out how the same can be put into practice. There are a number of demographic characteristics contributing to employee performance. The most widely recognized involve, gender, age, and marital status for this study.

3. Conceptual Framework

According to Seraken (2003) a conceptual framework is a logical developed described and elaborated network of interrelationship among variables deemed to be integral part of the dynamics of the situation being investigated. In order to improve the employee performance of the academics of the Eastern University, Sri Lanka below key factors which include age, gender, education level, marital status, tenure at organization and job level must be taken into consideration and their effect on employee performance be identified and be put in practice. Framework shows the independent variable and the dependent variables. The independent variables in this study are gender, age, and marital status. The dependent variable is employee performance. These variables and their relationship are as indicated in the figure below.

Figure 1: Conceptual Framework



(Source: Developed for the study)

4. Methodology

The purpose of this research is to empirically investigate the assumption that the demographic characters and factors can have influence on the level of performance of employees in the Eastern University, Sri Lanka.

4.1 Sample Selection

Eastern University, Sri Lanka is one of the 15 state universities in Sri Lanka and it is located in the district of Batticaloa to provide free undergraduate higher education. It has five faculties. The total numbers of academic staff amounting to 170 thus 120 questionnaires were issued among academic staff, and the questionnaires were distributed accordingly.

4.2 Data Collection Methods and Instruments

This study was carried out based on primary data. Structured questionnaire was used to collect data. The Questioner comprised of statements on the variable. Likert scale of 1-5 which ranges from “Strongly Disagree” to “Strongly Agree” was applied in the questionnaire to identify responses. The numerical values were given for the purpose of quantification of variable as follows:

1. Strongly disagree
2. Disagree
3. Neither Agree nor Disagree.
4. Agree
5. Strongly agree

4.3 Data Presentation, Analysis and Evaluation

Data has been presented using tables. Meanwhile descriptive analysis was used for data analysis. Hence under the descriptive analysis, mean and standard deviation were derived from the analysis of 61 respondents. Independent sample t-Test was run to test whether or not the independent variable has impact on employee performance. Statistical package of SPSS 22.0 has been used for this purpose. Furthermore criteria shown in table were adopted to evaluate mean values.

Table 1. Decision rule for univariate analysis

Range	Decision attributes
$1 \leq X_i \leq 2.5$	Low level
$2.5 < X_i \leq 3.5$	Moderate level
$3.5 < X_i \leq 5.0$	High level

Source- Formed for this research

5. Data Presentation,

5.1 Response rate of the population

Table 2: Response rate of the population

Particulars	Professor	Senior Lecturer 1	Senior Lecturer 2	Total
Questionnaire Issued	06	52	70	128
Questionnaire Received	04	42	51	97
Rate of response	67%	81%	73%	76%

(Source: Primary data)

5.2 Demographic Characteristics of Participants

Table 3: Demographic Characteristics of Participants

Demographic	Category	Frequencies
Gender	Male	63
	Female	34
Age	31-40	14
	41-50	28
	51-60	47
	Above 60	8
Marital Status	Married	96

Demographic	Category	Frequencies
	widow	1

(Source: Primary data)

5.3 Descriptive statistics

This section presents mean and standard deviation for the variable Employee Performance.

Table 4: Mean and standard deviation for the variable of Employee Performance

Variables	Mean	Standard Deviation
Employee Performance	3.93	0.24

Source- Survey data

As highlighted in Table 5, the variable of Employee Performance has taken the mean values of more than 3.5 which fall in high level category. Total Employee Performance construct has taken a mean value of 3.93 therefore it comes under high level.

5.4. Differences in Employee Performance between and among Demographic Characteristics of respondents

5.4.1 Difference in Employee performance between Genders of respondents

The following hypothesis (Hypothesis 01) was formulated to check whether Employee Performance differs between Male and Female employees.

H_0 : There are no significant differences in Employee Performance between Male and Female employees of Eastern University, Sri Lanka.

H_1 : There are significant differences in Employee Performance between Male and Female employees of Eastern University, Sri Lanka.

The independent samples t-test was carried out to verify the difference and results are given in the following tables 6 and 7.

Table 6 : Employee Performance (Group statistics – Gender)

Variable	Respondent	N	Mean	Standard deviation
EMPLOYEE PERFORMANCE	Male	63	3.2789	0.0323
	Female	34	3.3463	0.0400

(Source: Primary data)

Table 7: Employee Performance (Independent sample t-test analysis - Gender)

Variance Assumption	Levene’s test for equality of variance		t-test for equality of means		
	F	Sig.	T	Df	P-value
Equal variance assumed	0.198	0.656	-1.271	301	0.205
Equal variance not assumed			-1.311	231.33	0.191

(Source: Primary data)

Levene’s test for equality of variances indicates that variances for respondents does not differ significantly (p-value, 0.656>0.05) from each other. Then ‘Equal-Variance Assumed’ assumption was taken and t-test for equality of means was carried out to compare average values between respondents.

As the p-value from the t-test for equality of means (p=0.205), is greater than the significance level 0.05, null hypothesis (H₀) was not rejected and it was concluded that there is sufficient evidence to say, at the 5% level of significance, that “there are no significant differences in

Employee performance between Male and Female employees of Eastern University, Sri Lanka”.

This study was conducted in the universities and data were collected from among the senior academics. The work undertaken by the academics are more toward mind and less towards physic. Both genders have been considered equal in the assignment of tasks. Therefore, the findings revealed the equal rights and responsibilities as well. Therefore the feelings, beliefs, attitude, and behavior become similar, hence both gender reveal the same level of Employee performance.

5.4.2 Difference in Employee Performance among Age Groups of respondents

The following hypothesis (Hypothesis 2) was formulated to check whether Employee performance differs among Age groups of respondents.

H₀ : There are no significant differences in Employee performance among different Age groups of employees of Eastern University, Sri Lanka.

H₁ : There are significant differences in Employee performance among different Age groups of employees of Eastern University, Sri Lanka

ANOVA analysis was carried out to verify the difference and results are given in the following table 5.

Table 8: Employee Performance (Analysis of Variance - Age)

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.379	3	1.126	6.121	0.000
Within Groups	55.018	299	0.184		
Total	58.397	302			

(Source: Primary data)

F statistics for the differences in Employee performance among age groups is 6.121 with an associated p-value of 0.000. As the p-value is less than the significance level 0.05, it can be concluded that there is sufficient evidence to say at 5% level of significance, that “there are significant differences in Employee performance among different age groups of employees of Eastern University, Sri Lanka”.

As there are four age groups mentioned in the questionnaire, it is essential to figure out the actual age groups which differ significantly among those all four in terms of Employee performance. To find out the differences in detail, Post-Hoc analysis and Test of Homogeneity of Variance were carried out. The results of the analysis are presented in the table 9 and 10.

Table 9: Test of Homogeneity of Variance – Employee Performance (Age)

Levene Statistic	df1	df2	Sig.
1.910	3	299	0.128

(Source: Primary data)

Table 10: Post-Hoc analysis – Age Groups

Age (I)	Age (J)	Mean Difference (I-J)	Sig.
31-40	41-50	-0.021	0.995
	51-60	-0.154	0.234
	Above 60	-0.391	0.006
41-50	31-40	0.021	0.995
	51-60	-0.132	0.159
	Above 60	-0.369	0.003
51-60	31-40	0.154	0.234
	41-50	0.132	0.159
	Above 60	-0.237	0.100
Above 60	31-40	0.391	0.006
	41-50	0.369	0.003

	51-60	0.237	0.100
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(Source: Primary data)

Homogeneity of Variance Test was carried out to check whether the variances of different groups are equal or not. The result of the test is indicated in table 9. As the p-value is greater than 0.05 (p-value = 0.128), it can be concluded that the variances are equal. Hence, Equal variance assumed and Post-Hoc analysis was carried out to find out the actual differences. Scheffe Test was selected under the selected assumption.

The results of the Post-Hoc Analysis are presented in table 10. It has been found out from the in-depth analysis that, there are significant differences between the age groups 31-40 and 'above 60', and 41-50 and 'above 60'. Employees who are above 60 years of age are more willing (by 0.391 on average than 31-40 age group, by 0.369 on average than 41-50 age group) to support towards Employee performance than the employees who are between 31 to 50 years of age. However, there are no significant differences in Employee performance among other age groups.

A difference in age group was revealed in this analysis. Accordingly, employee in the age group above 60 would have had considerable work experience in the field. The experience could give them a confidence in undertaking any relevant assignment. Employees with age above 60 might possess PhD degree and other professional qualifications. Employees in this age group might also own personal and social identity as a result of superior professional qualities. Generally elderly people considered to be loyal as they wanted to be a model in the organization. Therefore the attitude of those age group are more voluntarily accept, persuade, and guide others for a better results of Employee performance.

5.4.3 Difference in Employee performance between married and widowed respondents

The Primary questionnaire consisted of four attributes such that; single, married, widow, and other regarding the marital status of the respondents. However, the respondents responded only for two categories such that; married and widow. Therefore, it was decided to test the mean differences only between married and widowed employees.

The following hypothesis (Hypothesis 3) was formulated to check whether Employee performance differs between married and widowed employees.

H_0 : There are no significant differences in Employee performance between married and widowed employees of Eastern University, Sri Lanka

H_1 : There are significant differences in Employee performance between married and widowed employees of Eastern University, Sri Lanka

Independent samples t-test was carried out to verify the difference and results are given in the following tables 11 and 12.

Table 11: Employee Performance (Group statistics – marital status)

Variable	Respondent	N	Mean	Standard deviation
EMPLOYEE PERFORMANCE	Married	96	3.3046	0.4403
	Widowed	01	3.1250	0.4098

(Source: Primary data)

Table 12: Employee Performance (Independent sample t-test analysis - marital status)

Variance Assumption	Levene’s test for equality of variance		t-test for equality of means		
	F	Sig.	T	Df	P-value
Equal variance assumed	0.091	0.764	0.811	301	0.418
Equal variance not assumed			0.870	3.093	0.447

(Source: Primary data)

Levene’s test for equality of variances indicates that variances for respondents does not differ significantly (p-value, 0.764>0.05) from each other. Then ‘Equal-Variance Assumed’ assumption was taken and t-test for equality of means was carried out to compare average values between respondents.

As the p-value from the t-test for equality of means (p=0.418), is greater than the significance level 0.05, null hypothesis (H_0) was not rejected and it was concluded that there is sufficient evidence to say, at the 5% level of significance, that “there are no significant differences in

Employee performance between married and widowed employees of Eastern University, Sri Lanka”.

The results revealed that there is no difference between the married and widowed employees in this study. The employment category is evaluated as the highest recognized position in the society. It carries a superior identity among other professional positions. Employees would not want to drop their identity in the social set up. As the society recognize everybody the same, the employee also behave in a similar fashion. Therefore, irrespective of the differences they tend to support the Employee performance for its success.

6. Conclusion

The study intended to examine whether the demographic profile of the respondents make any differences on the employee performance in the Eastern University, Sri Lanka. In order to verify the difference in employee performance as a result of variation in the demographic profile of the respondents ANOVA analysis was carried out. Three items of personal attributes was considered in the demographic profile of the respondents.

The ANOVA analysis was performed to find the differences in employee performance between different genders. According to the ANOVA analysis it was found that there are no significant differences in employee performance between male and female employees of Eastern University, Sri Lanka.

The ANOVA analysis was performed to find the differences in employee performance among different age groups. According to the ANOVA analysis it was found that there are significant differences in employee performance among different age groups of employees of Eastern University, Sri Lanka. There are four age groups mentioned in the questionnaire, in order to figure out the actual age groups which differ significantly among those all four in terms of employee performance the Post-Hoc analysis and Test of Homogeneity of Variance were carried out. The results of the analysis revealed that Employees who are above 60 years of age are more willing to support towards employee performance than the employees who are less than 60years of age

The ANOVA analysis performed to find out the differences in Employee Performance between married and widowed of the respondents. The results of the analysis revealed that

there are no significant differences in employee performance between married and widowed employees of Eastern University, Sri Lanka.

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