

A COMPARATIVE STUDY OF EMPLOYEE-ATTITUDE OF PERMANENT AND TEMPORARY EMPLOYEES OF SELECTED PUBLIC UNDERTAKINGS

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Abstract:

“Happy employees are productive employees.” “Happy employees are not productive employees.” We often hear these conflicting comments made by HR professionals and managers working in organizations. (Lise M. Saari and Timothy A. Judge, 2004). So there is a chance of huge confusion and debate on the topic of employee attitude and even when employees are becoming increasingly important for organizational success. Now – a –days, instead of offering permanent employment, organizations are considering people in various temporary assignments for fulfillment of their purposes. At present, the temporary work-force is a small but going to increase in proportion of the labour market in most of the industrialized countries like India as well where problem lies in unemployment and huge population outburst. Undoubtedly, some benefits (such as minimization of employee cost, saving of time etc.) are available in such type of employment but there are some problems as well. The major problem lies in the areas of job satisfaction, job involvement, organizational commitment and their work - attitude as a whole. So, in our present study we will try to find out the indifferences lying with the temporary assigned employees and how these indifferences can be handled out properly from empirical point of view.

Key Words: job satisfaction, job involvement, organizational commitment, work attitude, temporary work assignment.

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Introduction:

Rapid changes became prevalent in the global economic system, where, national economies were converted into single global economy (Hill, 2003). Proportionately, a change, in organizational policies and strategies, was also initiated by the said growing globalization of business, increasing competition and technological up gradation (Hampel and Martinsons, 2009). In India, organizational functioning has undergone a dramatic change with the advent of liberalization, privation and globalization (LPG) concept of early 1990's. This has imposed several threats, in attaining, diverse organizational objectives as well (Thompson, 1967).

In organizations, problems and challenges are usually generated by competitions, introduction of advanced technologies, mergers, expansion, product quality maintenance or enhancing employee efficiency, on the one hand, and rapid growth, new business ventures, exciting opportunities, innovations, and new leadership and management approaches, on the other (Madsen et al., 2005). So, in this present scenario of highly competitive environment, the success of an organization, largely, depends on its employees' commitment towards it. But, in such a competitive labour market, organizations are, mostly, experiencing retention challenges. In this perspective, names of different US firms can also be mentioned that bears more than \$140 billion, annually, in hiring, providing training and administrative expenses in replacing those employees who leave the organization (Pekala, 2001).

Employees, hiring and retaining process, carrying out specific roles and their constant participation with innovative and spontaneous activity that goes beyond their official assignments, have been considered as the most important positive employee behavior for organizational growth and development (Katz, 1964; McElroy, 2001). So, procurement of competent and dedicated workforce is critical. But how this workforce can be retained is much more critical and important, for overall, success and development of an organization. In such positive environment, employees' commitment meets with the vision and mission of their organization.

Review of Related Literature: Job satisfaction has been considered as the most important employee attitude by Saari and Judge (2004). Quinn (1985) has reported that more than five thousand articles have been published on job satisfaction, but till the concept of job satisfaction is still worth exploring and controversial [Bell and Weaver (1987)]. Edet (2008) has shown that

there is a genuine relationship between non – monetary compensation and work – related attitude when taken individually. Deci, et. al., (2001) has written that after taking a careful review of literature it appears that most of the research has been conducted to investigate some specific things like job attributes, role of manager and impact of personality dimensions on job satisfaction in the organizations based in the developing countries like India. Tijdens (2007) has mentioned that working time preferences from current working hours, household and family characteristics are also important towards forming of work – related attitude. In his writing Mohon has focused on various things which are behind job satisfaction of IT worker. Ilgen (1971) and McFarlin and Rice (1992) have written that conceive of job satisfaction as resulting from the size of the discrepancy that one perceived, if any, between what he expects to receive from his work and what he perceives he is receiving. Lincoln and Kalleberg in 1990 have argued that the rewards offered by an organization may have a powerful effect on employees’ work related attitude. Although, job satisfaction has received the most of the attention of all work – related attitudes, organizational commitment has become increasingly recognized in the organizational behaviour literature. A strong relationship between job satisfaction and organizational commitment has been found over the years as it has mentioned by Locke and Latham and et.al. in 1993. Lesabe and Nkosi (2007) have written that employee commitment has an impact on overall functioning of organizations in their literature. The matters like compensation, benefit packages, moral, motivation, career growth, leadership style, nature of job, Training and Development, performance management system and the overall work environment has been identified as factors that affects the workplace commitment of the employees. Jiang and Klein (2001) have mentioned that high employee commitment is a prominent feature of world class organizations. Meyer and Allen (1997) have pointed out that the three broad themes as indicated by category labels, for developing their three component model of commitment - affective, normative and continuance. O’Drisol and Randall in 1999 have mentioned that extrinsic rewards are strongly associated with continuance commitment and intrinsic rewards are strongly associated with job involvement and affective commitment. Continuance commitment, job involvement, and affective commitment are closely associated with job satisfaction. Roodt(2004) has argued that employee commitment evolved as a wide range of types namely as engagement, attachment, commitment, involvement within a spectrum of foci such as work, job career, profession or occupation, organization, union. Research

exposure on job involvement is comparatively of recent phenomena in the field of organizational psychology. The term job involvement has been discussed by Mckelvey and Sekaran (1977) as the merging of a person's ego identity with his or her job.

Research Objective:The prime objective of our present study will be to identify, whether there exists any difference or not in terms of work – related - attitude of permanent and temporary employees, currently employed in different selected public undertakings. If there exists, any difference, then it will further try to search out the point of differences, that presently exists between these two said categories of employees in terms of their employee-specific-attitude.

Research Hypothesis: The two hypotheses, we have undertaken, in this research work are-

(i) That there is a difference that exists between the feedback of permanent and temporary employees, relating to their work attitude, presently employed in different selected public sector undertakings. This will be our null – hypothesis (H_0) in our study.

(ii) That there is no difference exists between the feedback of permanent and temporary employees, relating to their work related attitude, presently employed in different selected PSUs. This will be the alternative hypothesis (H_1) --- we shall prove or disprove through our study.

Research Methodology:We have used Mann – Whitney and Wilcoxon-W test for this purpose of comparison. As we have seen that, it can be used, appropriately, for analyzing the data from an independent-measures design with two different conditions.

Findings and Discussion:

Test Statistics of Mann Whitney Test

<u>Elements Identified on Job Satisfaction</u>	
Name of the Element	Communication
Mann-Whitney U	26096
Wilcoxon W	71246
Z	-9.296
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Information **
Mann-Whitney U	33274
Wilcoxon W	78424
Z	-5.823
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Voice **
Mann-Whitney U	20860
Wilcoxon W	66010
Z	-11.777
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	

Name of the Element	Welfare ***
Mann-Whitney U	43970
Wilcoxon W	89120
Z	-0.526
Asymp. Sig. (2-tailed)	0.599
Grouping Variable : Employment	
Name of the Element	Equality **
Mann-Whitney U	28600
Wilcoxon W	73750
Z	-8.249
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Recognition **
Mann-Whitney U	29005
Wilcoxon W	74155
Z	-7.973
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Pay **
Mann-Whitney U	31170
Wilcoxon W	76320
Z	-6.931
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Promotion **
Mann-Whitney U	5344
Wilcoxon W	50490
Z	-19.525
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Autonomy **
Mann-Whitney U	24370
Wilcoxon W	69520
Z	-10.104
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Stressors **
Mann-Whitney U	28050
Wilcoxon W	73200
Z	-8.317
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Training **
Mann-Whitney U	21380
Wilcoxon W	66530
Z	-11.518
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Size **
Mann-Whitney U	38540
Wilcoxon W	83690
Z	-3.192

Asymp. Sig. (2-tailed)	0.001
Grouping Variable : Type of Employment	
Name of the Element	Responsibility ***
Mann-Whitney U	42443
Wilcoxon W	87593
Z	-1.318
Asymp. Sig. (2-tailed)	0.187
Grouping Variable : Type of Employment	
Name of the Element	Achievement **
Mann-Whitney U	34373
Wilcoxon W	79523
Z	-5.222
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Relationship **
Mann-Whitney U	39916.5
Wilcoxon W	85066.5
Z	-2.727
Asymp. Sig. (2-tailed)	0.006
Grouping Variable : Type of Employment	
Name of the Element	Workload ***
Mann-Whitney U	42500
Wilcoxon W	87650
Z	-1.205
Asymp. Sig. (2-tailed)	0.228
Grouping Variable : Type of Employment	
Name of the Element	Meaningfulness **
Mann-Whitney U	12472.5
Wilcoxon W	57622.5
Z	-15.761
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	QWL **
Mann-Whitney U	30960
Wilcoxon W	76110
Z	-6.871
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Morale **
Mann-Whitney U	32810
Wilcoxon W	77960
Z	-5.981
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Accountability **
Mann-Whitney U	37711
Wilcoxon W	82861
Z	-3.604
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Leadership **
Mann-Whitney U	42260

Wilcoxon W	87410
Z	-1.412
Asymp. Sig. (2-tailed)	0.158
Grouping Variable : Type of Employment	
Name of the Element	Corporate Social Responsibility ***
Mann-Whitney U	43610
Wilcoxon W	88760
Z	-0.711
Asymp. Sig. (2-tailed)	0.477
Grouping Variable : Type of Employment	
Name of the Element	Reimbursement **
Mann-Whitney U	17834.5
Wilcoxon W	62984.5
Z	-13.195
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Policy **
Mann-Whitney U	41250
Wilcoxon W	86400
Z	-1.869
Asymp. Sig. (2-tailed)	0.062
Grouping Variable : Type of Employment	
Elements Identified on Organizational Commitment	
Name of the Element	Challenge **
Mann-Whitney U	27440
Wilcoxon W	72590
Z	-8.548
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Alternatives **
Mann-Whitney U	39721
Wilcoxon W	84871
Z	-2.572
Asymp. Sig. (2-tailed)	0.01
Grouping Variable : Type of Employment	
Name of the Element	Scope **
Mann-Whitney U	28140
Wilcoxon W	73290
Z	-8.18
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Tenure **
Mann-Whitney U	24770
Wilcoxon W	69920
Z	-9.906
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Level **
Mann-Whitney U	8470
Wilcoxon W	53620
Z	-17.644
Asymp. Sig. (2-tailed)	0

Grouping Variable : Type of Employment	
Name of the Element	Trust **
Mann-Whitney U	31050
Wilcoxon W	76200
Z	-6.864
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Involvement **
Mann-Whitney U	23367
Wilcoxon W	68517
Z	-10.466
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Turnover **
Mann-Whitney U	18070
Wilcoxon W	63220
Z	-13.009
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Performance **
Mann-Whitney U	30412.5
Wilcoxon W	75562.5
Z	-7.156
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Respect **
Mann-Whitney U	17960
Wilcoxon W	63110
Z	-13.151
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Education **
Mann-Whitney U	31840
Wilcoxon W	76990
Z	-6.432
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Dependency **
Mann-Whitney U	18592
Wilcoxon W	63742
Z	-13.04
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Esteem **
Mann-Whitney U	15630
Wilcoxon W	60780
Z	-14.305
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Attitude **
Mann-Whitney U	15080

Wilcoxon W	60230
Z	-14.552
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Age **
Mann-Whitney U	36080
Wilcoxon W	81220
Z	-4.331
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Elements Identified on Job Involvement	
Name of the Element	Supervisor **
Mann-Whitney U	40880.5
Wilcoxon W	86030.5
Z	-2.097
Asymp. Sig. (2-tailed)	0.036
Grouping Variable : Type of Employment	
Name of the Element	Work-time **
Mann-Whitney U	35660
Wilcoxon W	80810
Z	-4.674
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Environment **
Mann-Whitney U	28093.5
Wilcoxon W	73243.5
Z	-8.305
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Leave **
Mann-Whitney U	15040
Wilcoxon W	60190
Z	-14.65
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Academic **
Mann-Whitney U	23720
Wilcoxon W	68870
Z	-10.395
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Library **
Mann-Whitney U	28250
Wilcoxon W	73400
Z	-8.115
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	
Name of the Element	Self – control **
Mann-Whitney U	28364.5
Wilcoxon W	73514.5
Z	-8.13
Asymp. Sig. (2-tailed)	0
Grouping Variable : Type of Employment	

From the above table, it is prevalent that, the null – hypothesis that we have undertaken for this study, has got a definite (more than 85%) justification. Based on the outcome, we can easily say that, here exists a major difference in the work – related attitude of permanent and temporary employees of different selected public undertakings. From the statistical analysis using Mann-Whitney and Wilcoxon-W test, it has come out that except in case of welfare, work – load, responsibility and organization’s commitment to CSR (marked with ***), there exists a huge difference in the context of flow of communication, information sharing, voice i.e. employees’ input in decision making process, equal treatment, recognition, pay, promotional opportunities, autonomy, work-related stress, training, size of the organization, achievement, intra-organizational relationship, QWL (Quality of Work Life), meaningfulness, morale, accountability, paid training and tuition reimbursement, leadership style, company policy and administration, job challenge, employment alternatives, job scope, job tenure, job level, mutual trust, job involvement, turnover, job performance, respect attached with the job among others, level of education, dependency, esteem, attitude of the family and friends, age, style of supervision, work-time, staffroom environment, leave sanctioning process, academic achievements, library facility and self – control (marked with **).

Conclusion: Despite several negative points, practice of engaging temporary employees, from contractors and indirect sources, are still largely practiced across nations and industries, in different occupations, in different categories, such as, skilled, semi-skilled and unskilled. This present practice has become a global phenomenon, and looking into the market driven economy, organizations are somehow forced to hire short term or temporary skilled or unskilled manpower to adapt with seasonal ups and downs in labour market. But there is a necessity to handle different matters relating to temporary employees empathetically so that a sense of belongingness, security, satisfaction can be created in their mind.

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