

Work Contentment of Non-Permanent Employees

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ABSTRACT

Presently, it has become a general practice to the organizations to offer various temporary employments to their prospective employees instead of offering permanent employment for instant fulfillment of purposes. At present, the temporary workforce is a small but going to increase in most of the industrialized countries like India as well as where problem lies in unemployment and huge population outburst etc. The growth of the temporary work industry has undoubtedly become one of the most influential employment trends of the last two decades. The temporary workforce is a small but increasing proportion of the labour market in most of the industrialized countries like India as well.

Keywords

Unemployment, population outburst, labour market, influential, prospective employees

INTRODUCTION

Employees are considered as the most important determinant and leading factor in an organization. It helps in bringing success to an organization in a competitive and liberalized market. Alternatively, the 'job – dissatisfaction' of them may lead to their 'non – involvement' in work processes and lastly turnover intention in their mind. In this way the important objective of retaining existing resources and attracting potential employees may be badly affected. So, thereby the three major parts of work attitude – job satisfaction, job involvement and organizational commitment are becoming the most important areas of organizational success and development. It has become necessity for the organizations to give proper importance in this context.

RELATED REVIEW OF LITERATURE

Saari and Judge (2004) have written that the most focal employee attitude is job satisfaction. Bell and Weaver

(1987) have mentioned in their literature that till the concept of job satisfaction is still worth exploring and controversial. Whereas Locke (1976) has commented that much of the literature is inconclusive in nature and debatable. In a study conducted by Edet in 2008 shows that there is a genuine relationship between non – monetary compensation and work – related attitude when taken individually. Lincoln and Kalleberg (1990) have argued that the rewards offered by an organization may have a powerful effect on employees' work related attitude. Rahiman and Kodikal (2017) have investigated different facets of employee-attitude and its impact on their overall performance. Another study was undertaken by Annink and others (2015) to identify the factors that create work-family conflicts.

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. Whereas job satisfaction is mainly concerned with the employee's attitude toward the job and the commitment is at the level of organization, 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 1969. 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. Lesabe and Nkosi (2007) have written that employee commitment has an impact on overall functioning of organizations in their literature. Whereas some observers like Carson, K., Carson, P., Roe, C., Birkenmeier, and Philips felt that organizational commitment is a dead issue because of the new environment and should be replaced by career commitment. Jiang and Klein (2001) have mentioned that high employee commitment is a prominent feature of world class organizations. But, unfortunately, even the best – performing organizations do experience turnover, lack of job – satisfaction and commitment related problems. In a recent study by Kodikal and others (2016)

have studied the influence of QWL on organizational commitment and identified a positive relationship between these two. Research exposure on job involvement is comparatively of recent phenomena in the field of organizational psychology. Alternatively, 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. In a study conducted by Pathak, R. D., in 1977, utilizing a sample of 150 bank officers from four major public sector banks in India was investigated the inter – relationship between job involvement and need satisfaction. Morrow in 1983 has written that there is a positive relationship between job involvement and organizational commitment. Kanungo in 1982 has identified the relationship between job involvement and other numerous variables like job characteristics, performance, turnover and absenteeism. Walia (2015) has mentioned that job stress should be minimized for increasing an individual job involvement.

OBJECTIVE OF THE STUDY

A large number of researches have examined the commitment related matter of permanent employees but little has done in this regard of temporary assignment, such as, contractual, part - time employment etc. (Connelly, Gallagher, and Gilley, 2007; Gallagher and McLean Parks, 2001; Liden et al, 2003; Van Brucgel, Van Olffen and Olie, 2005). So the first and foremost objective of this study will be to throw some light on those issues normally attached with different types of non - permanent and contingent assignment largely practiced, now-a-days, worldwide.

RESEARCH METHODOLOGY

In our present study, regarding work-contentment of different temporarily engaged workforce of some selected public undertakings, we have, mostly, considered primary data sources. The main sources, of our primary data collection, have been in the form of questionnaire, interview and other techniques as per the requirement of study. Secondary data, like employee compensation system, number of employee category - wise, performance appraisal information, job satisfaction survey and other related information, etc., we have consulted as per the needs of the study.

For the purpose of identification of different influential elements, that can contribute in forming employee –

attitude, we have gone through different related literatures available worldwide. Some of these elements, we have identified, have achieved a huge attention in recent behavioral researches.

FINDINGS AND DISCUSSION

Table: Group Statistics

	<i>Employment</i>	<i>N</i>	<i>Mean</i>	<i>Std. Dev.</i>	<i>Std. Error Mean</i>
Communi- cation	1	294	2.1600	.98198	.05669
	2	296	3.0667	1.20015	.06929
Information	1	294	2.2367	1.15980	.06696
	2	296	2.7767	1.20761	.06972
Voice	1	294	2.3200	1.08699	.06276
	2	296	3.4967	1.07105	.06184
Welfare	1	294	2.2567	.94892	.05479
	2	296	2.2567	1.06830	.06168
Equality	1	294	1.9933	.78444	.04529
	2	296	2.7800	1.24503	.07188
Recognition	1	294	2.0967	.84639	.04887
	2	296	2.8567	1.19760	.06914
Pay	1	294	2.2033	.93357	.05390
	2	296	2.8667	1.21124	.06993
Promotion	1	294	2.1667	.90274	.05212
	2	296	4.1933	.56895	.03285
Autonomy	1	294	2.3100	.95758	.05529
	2	296	3.2467	1.14464	.06609
Stressors	1	294	3.0267	1.12406	.06490
	2	296	2.2500	1.08848	.06284
Training	1	294	2.3700	.98131	.05666
	2	296	3.5000	1.13178	.06534
Size	1	294	2.4500	1.12177	.06477
	2	296	2.7000	1.03936	.06001
Responsibility	1	294	2.2033	.75091	.04335
	2	296	2.4300	1.15595	.06674
Achievement	1	294	2.1900	.99189	.05727
	2	296	2.7167	1.22258	.07059
Relationship	1	294	2.1267	.78273	.04519
	2	296	2.3900	1.04956	.06060
Workload	1	294	2.2300	.93810	.05416
	2	296	2.3378	1.03445	.05982

	Employment	N	Mean	Std. Dev.	Std. Error Mean
Meaningfulness	1	294	2.0167	.89763	.05182
	2	296	3.6267	1.04767	.06049
QWL	1	294	2.2067	1.23655	.07139
	2	296	2.8367	1.19502	.06899
Morale	1	294	2.4767	1.08013	.06236
	2	296	3.0633	1.24814	.07206
Accountability	1	294	2.2977	1.05313	.06090
	2	296	2.0100	.97626	.05636
Leadership	1	294	2.2233	.94327	.05446
	2	296	2.3767	1.07329	.06197
CSR	1	294	2.0000	.86940	.05019
	2	296	2.0933	1.01722	.05873
Reimbursement	1	294	2.2233	1.00839	.05822
	2	296	3.5485	1.10224	.06374
Policy	1	294	2.4333	1.12388	.06489
	2	296	2.5800	1.06805	.06166
Challenge	1	294	2.4600	1.17459	.06782
	2	296	3.3000	1.08038	.06238
Treatment	1	294	2.2467	.98100	.05664
	2	296	3.0400	1.22614	.07079
Alternatives	1	294	3.1400	1.27024	.07334
	2	296	2.8767	1.15101	.06645
Scope	1	294	2.4667	1.08912	.06288
	2	296	3.2633	1.11870	.06459
Tenure	1	294	2.2367	1.06353	.06140
	2	296	3.2567	1.21754	.07029
Level	1	294	2.0967	1.06038	.06122
	2	296	4.0167	.74267	.04288
Trust	1	294	2.4433	1.18524	.06843
	2	296	3.0533	1.08370	.06257
Involvement	1	294	2.1733	1.16669	.06736
	2	296	3.2067	1.09298	.06310
Turnover	1	294	2.0967	1.14529	.06612
	2	296	3.4267	1.06853	.06169
Performance	1	294	2.1933	1.12257	.06481
	2	296	2.8267	1.10787	.06396
Respect	1	294	2.2267	1.03547	.05978
	2	296	3.5833	1.10777	.06396
Education	1	294	2.2333	1.11791	.06454
	2	296	2.9133	1.37311	.07928

	Employment	N	Mean	Std. Dev.	Std. Error Mean
Dependency	1	294	2.0333	.96019	.05544
	2	296	3.2767	1.09122	.06300
Esteem	1	294	1.9400	.95189	.05496
	2	296	3.4300	1.13846	.06573
Attitude	1	294	2.1133	.99185	.05726
	2	296	3.6367	1.08717	.06277
Age	1	294	2.3067	1.13295	.06541
	2	296	2.7700	1.30747	.07549
Supervisor	1	294	2.1767	1.02091	.05894
	2	296	2.3833	1.16372	.06719
Work time	1	294	2.0700	1.00755	.05817
	2	296	2.5033	1.18660	.06851
Environment	1	294	2.1133	1.00857	.05823
	2	296	2.9833	1.29692	.07488
Leave	1	294	1.9967	1.01986	.05888
	2	296	3.5100	1.04573	.06038
Academic	1	294	2.0733	.99897	.05768
	2	296	3.2500	1.36640	.07889
Library	1	294	2.3733	1.19948	.06925
	2	296	3.2000	1.19363	.06891
Self control	1	294	2.3567	1.57620	.09100
	2	296	3.1167	1.22258	.07059

Note: Here, numeric '1' stands for Permanent Employees and numeric '2' stands for Non-permanent Employees.

Amongst the different identified elements, a comparatively larger difference, we have observed, in the areas of, voice i.e. employees' input in decision making, promotion, meaningfulness, paid training and tuition reimbursement, job tenure, job level, job involvement, turnover, job performance, respect attached to the job among others, organizational dependency, job esteem, attitude of the family and friends, leave and its sanctioning process and academic achievements. Alternatively, comparative smaller differences can be seen, in the areas of, size of the organization, responsibility, relationship with the subordinate and peers, workload, leadership style, CSR, company policy and administration and supervisor's support. But, a significant and interesting difference can be seen, in terms of, accountability where we have got a comparatively lower mean, in favour of non-permanent

employees, that means, they are considering themselves as more accountable than the permanent employees of the selected public undertakings.

Employee welfare is the only element, where, there does not exist any difference, in terms of, their mean – output.

CONCLUSION

But, despite the several negative outcomes, practice of engaging temporary employees, from contractors and indirect sources, are still increasing globally. This 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.

In this aspect, clearly the industry associates should sit together and try to reopen the matter empathically. First of all, they (temporary employees) should be given a decent wage so that their minimum requirements can be sorted out. It may not be possible to bring these peoples up to the same level of regular employees. Because the skills they possess and the kinds of jobs that they do both are identical in nature.

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