Attitude of Contractual and Permanent Employees in Selected Private and Public Sector Firms in Coimbatore

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Abstract

An employee's outlook on the company has a significant impact on his actions there. Attitudes or opinions employees hold about their employment, careers, and organizations are commonly regarded as a significant domestic antecedent of turnover. However, surprisingly little study has been done on this topic around the world. (Naumann, 1993; 62). Human resource professionals today generally view the workplace as a major influence on workers' attitudes. In addition, HR can aid and impact workers in this respect through refined internal initiatives and constructive management techniques. Therefore, comprehending work attitudes is crucial to making meaning of people's actions. As a result, this research examines the perspectives of both temporary and full-time workers at a variety of Coimbatore-based public and private sector organisations.

Keywords: Attitude, Jobs, Careers, Organizations.

1. Introduction: Attitude

Whether it be through direct (dealing with the object itself) or indirect (dealing with interpersonal or intergroup) interaction, or as a pattern of behaviour and the action towards the events of life, an attitude is formed in the course of interacting with attitudinal information related to objects. Attitude, however, is difficult to define, and so various explanations have been attempted for it in the discussions of behavioural scientists. Olson and Zanna (1993, p. 119) state that "despite the long history of researches on attitude, there is no, universally agreed upon definition till today" when attempting to define the word attitude. According to some researchers (Mowday, Porter, and Steers 1982, cited in Ahmad et al., 2010), an individual's attitude can be thought of as a hypothetical construct that represents that person's like or dislike of an item or situation. Attitude is described as "a learned and organised mental state of readiness that exerts specific influence on one's response to people, objects, and situations" (Fishbein & Ajzen, 1974). Attitudes can be either positive or

negative. Eagly and Chaiken (1993, p. 1) offer the most widely-accepted definition of attitude: an attitude is a "psychological tendency that can be expressed, by measuring a specific entity with some degree of favourable or unfavourable evaluation."

Attitude, when viewed from an individual's point of view, can be understood as the result of one's own efforts to process knowledge about an object, within a given motivational context. (Katz, 1960; Smith, Bruner and White, 1956). As an additional definition, "attitude" can be thought of as "evaluative statements or judgments, concerning objects, people, or events" [Robbins, et al.2009], "a persistent tendency to feel and behave, in a particular way, towards some objects or things" (Reitz and Irwin, 1977 and Luthans, 2001), "the side of an individual's inner world - processes of enthusiasm and recognition that appears in connection with particular value judgements and beliefs," and so on. (Eren; 2004, cited in Sirin, 2009). Personal disposition and societal product, formed in the process of social interaction, can be shared to a greater or lesser extent with other members of various groups, organizations, and community. (Kelman, 1979). In addition to the aforementioned definitions, one can also attempt to define "attitude" as a psychological tendency expressed by evaluating a specific entity with a degree of favorability or unfavorability; a work attitude is an example of this. (Judge and Kammeyer-Mueller, 2012).

Attitudes are characterized by three main characteristics: they are situational, can range from extremely positive to extremely negative, and are focused on a single or limited set of things [Luthans, 2001]. Attitude has been broken down into three distinct categories by Robbins et al. [2009]: the cognitive (one's opinions and beliefs), the affective (one's feelings), and the behavioral (one's resolve to act in a given way in response to a given stimulus). These factors reveal an individual's propensity to behave in a way that has developed in response to the first two. (Baysal and Tekarslan; 2004, cited in Sirin, 2009). Green HRm helps in managing the workplace behaviour that involves attitude and stress among the employees (Santhi and Shankar, 2021).

2. Work Attitude

The term "work attitude" refers to an employee's mental state of being prepared to take initiative and accomplish objectives at work that are influenced by their individual circumstances [Ayik, 2000; cited in Erkan, 2009]. As an alternative, it can be understood as the sum of various factors related to the workplace as a whole, including individual differences, employment characteristics, the psychological contract, organisational justice, interpersonal dynamics, and stress [Carpenter, et al., 2000]. According to Newstorm and Davis (1993), a positive attitude among workers is crucial because it "serves as an exceptionally good predictor of different employee behaviors," providing insight into workers' future actions based on how they've historically reacted to similar situations. An individual's workplace or work attitude has been the subject of study as a means of articulating how they feel about their employment. (Judge and Kammeyer-Mueller, 2012). There is a hierarchy to attitudes towards work, with more general attitudes serving as a blend of more specialised ones. (Harrison, et. al., 2006, Parsons and Hulin, 1982).

3. Literature Review

Multiple behavioural scientists, such as Lee (2005), Lee and Liu (2006, 2007), Naumann et al. (2000), etc., have found that employees who have a positive outlook on their jobs are more likely to finish their overseas assignments and stay with their multinational companies after they return home. Various behavioural scientists have identified a number of factors that influence employee attitude. These include employees' knowledge and skills, their social relationships in the workplace, the culture of their organization, the relationships within their own organization, the logistical and occupational risks of change, their ability to adapt to these risks in order to solve problems on the job, their social support network, the type of work they do (active vs. passive), the demands of their position, their sense of self-efficacy, the level of management support they receive, and their (2007). Another study by Judge and Kammeyer-Mueller (2012) found a correlation between positive attitudes and productive workplace behaviours like completing tasks on time, being an upstanding member of the company culture, coming up with innovative solutions to problems, and being able to work well with others.

4. Research Methodology

Methodology is the systematic analysis of the methods applied to the field of study, or the theoretical analysis of the body of methods and principles associated with a branch of knowledge. The present study used simple random sampling method to accumulate the data from 150 respondents, constituting 98 employees from private sector and 52 employees from public sector manufacturing companies of the city of Coimbatore in Tamilnadu. The structured questionnaires were used as a tool for data collection on a five point Likert Scale. Simple Percentage Analysis, correlation and Regression are the tools being applied in the study.

5. Results and Discussion

Table 1: Socio-economic Background of the Respondents

Classification	**No of Respondents**	**Percentage**
Age (Years)		
<30	06	4.0
31-40	19	12.7
41-50	46	30.7
Above 50	79	52.6
Gender		
Male	112	74.7
Female	38	25.3
Marital Status		
Married	124	82.7
Unmarried	26	17.3
Education		
School	23	15.3

Classification	**No of Respondents**	**Percentage**
College	42	28.0
Diploma	85	56.7
Occupation		
Private Employee	72	48.0
Public Employee	78	52.0
Occupational Status		
Skilled Employees	80	53.3
Contract Employees	70	46.7
Type of organization		
Private sector	98	65.8
Public sector	52	34.2
Total	**150**	**100.0**

Source: Primary Data

Out of 150 sample selected nearly 52.6 percent of the Respondents were above 50 years of age, 74.7 percent of the respondents were Male respondents while 18 percent respondents were female. 82.7 percent of the respondents were married; 56.7 percent of the respondents had completed up to diploma in education. There were significantly more responses from employees working in the public sector who made up 52.0 percent of the respondents. It was clear that the majority of respondents were permanent employees, contributing 53.3 percent compared to contract employees. In case of the nature of organization, most of the employees at 65.8 belonged to the private sector.

Table 2: KMO and Bartle tt's Test of Permanent Employees

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.921
Bartlett's Test of Sphericity	Approx. Chi-Square	19.124
	Df	36
	Sig.	.001

Table 3: KMO and Bartlett's Test of Contractual Employees

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.991
Bartlett's Test of Sphericity	Approx. Chi-Square	26.182
	Df	41
	Sig.	.000

In general, it is known that 0<KMO< 1. According to Kaiser, if the result is higher than 0.5, it should be considered acceptable. However, if KMO>0.5, then the sample size is sufficient. Either additional data should be collected, or the selection of factors should be reconsidered.

The sample size is sufficient for factor analysis because KMO = 0.921 and 0.991 for permanent and contractual employees, respectively, are very near to 1. In this case, both KMO results can be understood as "Great," as defined by Hutcheson and Sofroniou (1999; pp. 224–225). According to a rule of thumb established by them, this reading has been made. They've put numbers into groups like "Meh" for values between 0.50 and 0.69, "Good" for values between 0.70 and 0.79, "Great" for values between 0.80 and 0.89, "Superb" for numbers over 0.90, etc. In addition, the sig. number (.000) we obtained here appears to be helpful when performing factor analysis.

6. Implication of Factor Analysis:

Factor – 1 Job itself and Enjoyment at work.

Some of the most important aspects of this factor have been identified for permanent employees, and they include: job esteem; promotion; job level; job meaningfulness; leave and its sanctioning process; attitude of family and friends; organizational dependency; turnover; role stressors; etc. Some other pertinent factors, of contractual employees, include accountability, academic achievement, work-load, and workplace involvement (in a negative sense), and turnover (in a positive sense). It appears that only one factor is shared by both the permanent and contractual workforces: the attitude of the family and friends (in a good sense for permanent workers and a negative sense for contractual employees). Since the majority of them don't go together, we'll offer some alternative titles for this component. Our recommendation in this respect will be "Job itself" for full-time workers and "Enjoyment at work" for part-time workers.

Factor – 2: - Impression of the Job

Again, we have some elements that are common under this factor for both permanent and contractual workers, with positive and negative connotation, including morale, respect connected with the job, accurate information, paid training, and tuition reimbursement. In addition, factors like a chance to have one's opinion heard, the freedom to make decisions, the opportunity to develop professionally, and the appeal of one's work have all emerged as important to permanent workers. In addition, the meaningfulness of work and the quality of the workplace setting have emerged as important factors for contract workers. Since they view their current position as "negatively meaningful," and where they "barely" have access to a staff lounge. It is obtained the majority of the pieces, common, it is suggest a common name for this factor, here, and that will be - ‘Impression of the Job’.

Factor – 3: - Return from the Job

All the elements (sense of accomplishment, responsibility, pay and contingent pay, job scope, and equitable treatment) that were found to be shared by permanent and contractual employees (in positive and negative senses respectively) of various chosen public enterprises have been categorized under this factor in the study. So, let's give this component the generic moniker "Return from the Job" and explore its implications here as well.

Factor – 4: - Look of the Organization

Most of the factors (like company policy and administration, size of the organization, recognition, and employee welfare) identified in the research fall under this category. Both are equally positive towards permanent workers and equally negative towards contractual

workers, so they balance out in terms of organisational size, business policy and administration, and recognition. On the other hand, we found that there is no distinction between these two groups of workers with regard to their opinions on assistance. Furthermore, it is safe to state that every single worker is pleased with the welfare programmes provided by their respective company. Also, permanent workers believe that factors such as mutual trust and relationships with subordinates and colleagues are important to their work lives. Because many of the components have seemed to be shared, we propose the term "Look of the organisation" to describe them all.

Factor – 5:- Organizational Climate and Expectations from the job

A positive outlook on work performance, job tenure, employment alternatives, and QWL were all found to fall under this category for permanent employees, which may explain the study's findings. Instead, contracted workers seem to place a premium on things like access to a library, a say in company decisions, opportunities for advancement, and a sense of purpose in their work. According to the findings, the Quality of Work-life (QWL) is the only factor that has looked to be the same for both permanent and contractual workers. Most elements are unusual in appearance, so perhaps we should give them unique titles. For full-time workers, we recommend "Organizational Climate," while temporary workers should focus on "Expectation from the Job."

Factor – 6: - Self - satisfaction at work and Scope of Individual Satisfaction

Under this aspect, only communication has shown up both positively (to permanent employees) and negatively (to contractual employees). Furthermore, we have found two additional elements under this factor that have come out as important to permanent employees in positive meaning: lack of personal control and leadership. For contractual workers, however, two main elements have emerged: role stressors and relationships with subordinates and peers (both in a negative connotation). Given the relative rarity of these factors, we propose renaming them to better differentiate between regular and contractual workers. We propose "self-satisfaction at work" for full-time workers and "scope of individual satisfaction" for part-time workers.

Factor – 7: - Organizational Culture and Sc ope of Development

It is found that the support of the supervisor and the organization's dedication to CSR are the two most important aspects of this factor for long-term workers. They believe that by implementing these measures, their workplace environment will become more conducive to a healthy lifestyle. In contrast, we have identified three factors, pertinent here for contractual employees, under this factor with a negative implication: job-specific training, autonomy, and job level. Since it is clear that there is no shared characteristic between the two groups on this score, we will also opt for naming them differently. The term "organizational culture" will be used for full-time workers, while "scope of development" will be used for part-time workers.

Factor – 8: - Equal Feeling and Involvement at work

Again, there is nothing we share under this heading. In the same vein, the study proposes using the terms "Equal Feeling" and "Involvement at Work" to differentiate between permanent and contractual workers at various chosen public enterprises. For those who are hired permanently, this criterion only includes fair treatment. This is a mirror for permanent

workers who believe they are handled fairly. In addition, factors such as organizational dependency and job esteem (both with negative connotations) and employment alternatives (with positive connotations) have emerged as pertinent to contractual workers.

Factor – 9: - Knowledge Management and Intra – organizational Relationship

The study share nothing in common with respect to this aspect, so we're forced to use unique monikers once more. Our recommendation is to label full-time workers as "Knowledge Managers," while temporary workers as "Intra-organizational Relationship" specialists. In this article, we highlight two factors (work-load and academic achievements) that are positively significant to permanent workers. However, there are a few factors that have emerged as being unfavourable to contractual workers, including job tenure, mutual confidence, and education.

Factor – 10: Opportunities for self – enrichment and Corporate citizenship behaviour

When considering this, the study also shares nothing in common. So let's do the same thing here by giving these two groups of workers' unique identities. It will be (1) professional development and (2) responsible business practices for full-time workers. In the current permanent work life, employees have found that education and workplace involvement are the two most relevant elements. Alternatively, in this setting, the degree to which contractual employees are content with 'the CSR initiatives' and unhappy with 'the unequal treatment' within their particular organization stands out as pivotal.

Factor – 11: Flexibility at work

The term "flexibility at work" will be considered because it describes two of the three aspects (work schedule and age) that have appeared to be consistent. Here, the axes of "satisfaction" among regular workers and "dissatisfaction" among contractual workers have crossed over with respect to the aforementioned factors. In addition, this reflects the satisfaction of the regular workforce with the working conditions in the office.

Factor – 12: 'Enjoying leisure' and 'Requirement from th e job'

Also, here no consistent subset of this component was found in the research, prompting us to think of unique labels for it. This will be "Requirement from the job" for temporary workers and "Enjoying leisure" for those who are permanent employees. Permanent workers in the companies we've chosen have 'easy' access to free library services, which accounts for their generally positive outlook on this factor. However, contractual workers view advancement as a figment of their own mind, and view "self-control" as something that is "externally controlled" on the job.

Factor – 13: Commitment at work and Organizational support system

Permanent workers have been found to be 'less accountable' for their actions at work, according to the research. Alternatively, under this factor, contractual workers from various selected public undertakings have voiced concerns that the organization's support structure is inadequate. Since the research did not uncover any shared characteristics associated with this aspect, we have begun to give serious thought to giving it its own unique label. We propose "commitment at work" for those who are hired on permanently, and "organizational support system" for those who are hired on for a set period of time.

7. Conclusion

However, despite the many drawbacks, the widespread use of contractors and indirect sources to staff businesses is widespread across the globe and in a wide range of sectors and professions, from the highly skilled to the semi- and unskilled. This widespread trend can be explained by the fact that businesses in today's market-driven economy often need to employ skilled and unskilled workers for short periods of time in order to deal with fluctuations in demand.

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