

## **ATTITUDE OF EMPLOYEES TOWARDS JOB FACTORS: A STUDY ON RURAL INTERVENTIONS OF UTTARAKHAND, INDIA**

**Dr. Akhilesh Chandra Pandey<sup>1</sup>, Vishal Soodan<sup>2</sup>, Mohit Jamwal<sup>3</sup>**

<sup>1</sup>Assistant Professor, Department of Business Management H.N.B.Garhwal University  
(A Central University), Srinagar-Garhwal, Uttarakhand, (India)

<sup>2,3</sup> Research Scholar, Department of Business Management H.N.B.Garhwal University  
(A Central University), Srinagar-Garhwal, Uttarakhand, (India)

### **Abstract**

*Present study is an attempt to explore employees attitude towards job related factors in rural intervention organisations. Researchers in recent times, have shown a great interest in the study of job related variables and its impact on overall job satisfaction. Some studies have examined factors in relation to various variables of job satisfaction like remuneration, promotions, skill development etc. The data collected in the study included the samples from the employees of the rural intervention organisations working in the Uttarakhand region of India. The study focused upon the factors which are responsible for performing a job which ultimately leads to satisfaction. The study also tends to find out the most influencing factors which have an impact on overall job satisfaction of the employees contributing to the rural development in the hill dominated state.*

**Key Words:** Job Satisfaction, Involvement, Conflict, Organisational policies.

### **What is already known about the topic?**

- Rural Intervention organisations work for the development of a region in which they operate. But in case of a hill dominated state like Uttarakhand, the importance of such organisations increases manifold as they work in almost inaccessible terrains, work between poor and undeveloped people.
- It is well known to every organisation that the factors like working conditions, salary and benefits, employee motivation, employee retention accounts for overall job satisfaction and also adds to the effectiveness of the organisation.
- Researches have been conducted on satisfaction of corporate employees from various industries and across different hierarchies.

### **Contribution from this study:**

- This study is an attempt to analyse the most influencing factors related to job in context of the organisations working for the development of India.
- The study is also unique in itself as previously no such study has been carried out in these organisations.

## **1. INTRODUCTION**

The concept of rural development is now not new in India . The rural development is deeply rooted in India and found its existence since old times, but serious efforts to what is today known as rural development were made only in the late 19<sup>th</sup> century. A sustainable rural development

requires establishment of effective and transparent policies that help an organization to demonstrate, both internally and externally so that it meet requirements of the community in which it operates and also fulfils the expectations of the employees which work in the organization. The area under study, Uttarakhand which is in the northern region of India, has almost 90% of total geographical area composed of hills, and needs to be developed. Therefore it is essential to formulate a well thought development strategy to reduce the development gap as compared to non hill areas. A development vision for the rural areas should include human and economic aspects along with keeping in mind the environmental conservation. It is also important that the development should include social aspects, which primarily includes development of women, youth, and children. Therefore, to transform the situation of economic and social backwardness in the hilly areas of Uttarakhand in general, and the Garhwal region in particular, it is vital to adopt a well thought strategy that on the one hand pursues a clearly stated vision and works effectively for the society and its people and on the other offers practical suggestions to move forward in the context of employees working for the sake of better resource mobilization as well as utilization but at the same time their own welfare which is to be addressed by these organizations.

### **1.1 Background of the study**

People are most valued assets of an organization. Managing people is one of the most important aspect of the whole process of the organization. Rural intervention organizations like other organizations have human resource management which consists of all the activities undertaken by an organization to ensure the effective utilization of employees toward the attainment of individual, group, and ultimately organizational goals. Human resource Management function of these rural intervention organizations focuses on the people side of management. It consists of practices that help the organization to deal effectively with its people during the every phase of the employment cycle. These practices are designed to maximize the performance and satisfaction levels of employees by providing them with the necessary knowledge and skills to perform their jobs and by creating conditions that will energize, direct, and facilitate employees' efforts toward meeting the organization's objectives. The study explored the attitude of employees towards factors which have a higher level of impact on working in rural intervention organizations.

## **2.0 REVIEW OF LITERATURE**

“Satisfaction to a job means as all the feelings an individual has towards his/her job (Spector, 1997). Job satisfaction includes the variables which are related to job. Over the years, researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on workers' productivity (Lu et al., 2005). There are some excellent researches on NGO's working in India but, empirical data and studies on work related factors and Job satisfaction in rural interventions are limited. Most of what has been written has come from consulting firms and those practicing in the field of management (Saks, 2006). The present literature review discusses the studies available on NGO's, the work related factors and the environment of employees in which they operate. Saziye Gazioglu and Aysit Tansel (2006) related four different measures of job satisfaction to a variety of personal and job characteristics. The study found that employees from education and health sector are less satisfied with their pay but more satisfied with their sense of achievement. Lisa.M.Saari and Timothy.A.Judge (2004) identified three major gaps

between HR practices and scientific research in the area of employee attitudes in general and most focal employee attitude in particular. The study explored the causes of employee attitudes, the results of positive or negative job satisfaction, and methods to measure and influence employee attitudes. Author also provided suggestions for practitioners on how to close the gaps in knowledge and for evaluating implemented practices. Hong Lu, Alison E. While, K. Louise Barriball (2007) studied Job satisfaction of medical employees in the selected hospitals of China. The study revealed the developments in the health care system and how nursing profession could influence nurses' feelings towards their working lives. The study added that National culture should be considered in understanding nurses' views and experiences regarding different components of their working lives. Paola ZappaY, Emma Zavarrone (2009) investigated the relationship between social interaction amongst people volunteering for non profit organizations and satisfaction with their activity. Shah (2009) in his paper comparatively reviewed and analyzed the participatory component of two participatory rural development projects in the North-West Frontier Province (NWFP), Pakistan. The participatory rural development models of the two projects were compared in terms of institutional building, rural capital formation, natural resources management and capacity building. The study confirmed that a government-sponsored project is comparatively more effective, efficient and sustainable than an NGO-sponsored project. Ian Scoones (2005) outlined in his study a framework for analyzing sustainable livelihoods, defined in relation to five key indicators. The framework reflected about ways to achieve sustainable livelihoods through access to a range of livelihood resources (natural, economic, human and social capitals) which are combined in the pursuit of different livelihood strategies. The study stressed on the analysis of the range of formal and informal organizational and institutional factors that influence sustainable livelihood outcomes. Kaplan D Vinokur et al. (1994) examined a selected area of agency-influenced work and employment conditions and assessed their impact upon social workers' job satisfaction, motivation, and intention to seek new employment. The study established correlations with past empirical studies on job satisfaction and retention, with staff development concerns as stated in social work administration textbooks, and with conditions subject to administrators' influence. The analysis demonstrated the contribution of certain contextual and motivational factors to a prediction of job satisfaction or of intent to leave the organization.

### **3.0 METHODS**

#### **3.1 Aim and objectives**

1. To describe the attitudinal factors related to job and their characteristics in the rural intervention organisations.
2. To identify the most influencing job related factors which lead to satisfaction of the employees working in rural intervention organisations.
3. To identify the factors which improves the level of satisfaction of employees in rural intervention organisations.

Attitude towards Job	Excellent		Good		Average		Poor		Very Poor		Total Respondents (N)
	Count	%	Count	%	Count	%	Count	%	Count	%	
Salary and Benefits	10	10.0	20	20.0	46	<b>46.0</b>	16	16.0	8	8.0	100
Employee Participation	8	8.0	24	24.0	36	<b>36.0</b>	20	20.0	12	12.0	100
Intra- organisation communication	20	20.0	30	<b>30.0</b>	30	30.0	12	12.0	8	8.0	100
Grievance Handling Procedure	12	12.0	26	26.0	40	<b>40.0</b>	14	14.0	8	8.0	100
Employee Retention	10	10.0	12	12.0	30	30.0	36	<b>36.0</b>	12	12.0	100
Employee Motivation	8	8.0	20	20.0	40	<b>40.0</b>	20	20.0	12	12.0	100
Job Responsibility	8	8.0	30	30.0	36	<b>36.0</b>	18	18.0	8	8.0	100
Training and Development	10	10.0	24	24.0	44	<b>44.0</b>	10	10.0	12	12.0	100
Working Conditions	6	6.0	24	24.0	48	<b>48.0</b>	16	16.0	6	12.0	100

Table 1: Frequency and percentage of each variable

### 3.2 Instruments

Present study was based on attitude of employees towards various aspects of job related factors which lead to satisfaction. The survey was carried out in Garhwal area of Uttarakhand and it revealed the impact of job related factors on overall performance of rural intervention organisations.

A likert five – point scale was used with (1-Excellent, 2-Good, 3-Average, 4- Poor, 5- Very Poor). The cronbach alpha was .762 for the present study. Biographical details were also collected regarding personal profile of employees and ii included length of service in the organisation, educational qualification etc.

#### 3.2.1 Reliability and Validity Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.762	46

Table 2 : Reliability Statistics

The primary data consisted of 100 replied questionnaires out of 118 in which respondents were given nine factors related to job and the attitude of employees was checked by asking them to rate each factor from 1-5 ( 1-Excellent, 5-Very Poor). The nine factors were as follows:

- Working conditions
- Job responsibility
- Grievance handling procedure
- Salary and Benefits
- Training and Development
- Employee Retention
- Employee Motivation
- Workers participation in management
- Intra-organization communication

#### 3.2.2 Factor Analysis

Factor analysis is a statistical approach that can be used to analyze interrelationships among a large number of variables and to explain these variables in terms of their common underlying

dimensions (factors). It is a very useful method of reducing data complexity by reducing the number of variables being studied. Here, the main objective to use factor analysis was to identify the significant factors pertaining to job from a list of nine variables that yields a sense of effectiveness in the organization and therefore also helped to identify the most influencing factor.

#### KMO and Bartlett's Test

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		<b>.553</b>
Bartlett's Test of Sphericity	Approx. Chi-Square	40.376
	df	36
	Sig.	.283

Table 3 : KMO and Bartlett's Test

The Kaiser –Meyer –Olkin measure of sampling adequacy tests whether the partial correlations among variables are small. The KMO measures the sampling adequacy which should be greater than 0.5 for satisfactory factor analysis. Here we see that the value of KMO is .553 which is perfectly accepted to go ahead with factor analysis.

#### Total Variance Explained

**Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.991	22.127	22.127	1.991	22.127	22.127	1.658	18.420	18.420
2	1.448	16.090	38.217	1.448	16.090	38.217	1.491	16.564	34.985
3	1.125	12.499	50.716	1.125	12.499	50.716	1.403	15.583	50.568
4	1.082	12.025	62.740	1.082	12.025	62.740	1.095	12.172	62.740
5	.970	10.783	73.523						
6	.693	7.704	81.227						
7	.662	7.361	88.588						
8	.562	6.243	94.831						
9	.465	5.169	100.000						

Extraction Method: Principal Component Analysis.

Table 4: Total variance

The table above contains the information regarding the nine possible factors and their relative explanatory power as expressed by their Eigen values to assist in selecting the number of factors. In the above table, we see that, out of nine components, 4 components explain 62.740 of the total variance that is acceptable. Also, the 1<sup>st</sup> four factors all have Eigen values greater than 1 which is good factor analysis. For e.g. for the 1<sup>st</sup> component, an Eigen value of 1.991 denotes that it explains variance 1.991 times more than a single variable/factor. Further, the Scree test is shown in the following table. The exhibits plots the nine factors extracted in this study. Starting with the first factor, the plot slope steeply downward initially and then slowly becomes an approximately horizontal line. The point at which the curve first begins to straighten out is considered to indicate the maximum number of factors to extract. Therefore we considered the four factors that would qualify.

## VARIMAX -rotated Component Analysis Factor Matrix

Rotated Component Matrix<sup>a</sup>

	Component				Communalities
	1	2	3	4	
Working Conditions	.149	.002	.104	<b>.908</b>	.857
Job Responsibility	-.148	-.037	<b>-.830</b>	-.019	.712
Grievance Handling Procedure	.038	<b>.825</b>	.065	-.147	.707
Salary and Benefits	<b>.681</b>	-.035	-.062	.164	.495
Training and Development	-.424	-.175	<b>.637</b>	.107	.628
Employee Retention	.345	<b>.479</b>	.352	-.016	.472
Employee Motivation	.022	<b>.717</b>	-.301	.214	.651
Employee Participation	<b>.638</b>	.182	-.043	.147	.464
Intra- organisation communication	<b>.665</b>	.031	.269	-.378	.659
					Total
Sum of Squares( Eigen Values)	1.658	1.491	1.403	1.095	5.645
Percentage of Trace*	18.420	16.564	15.583	12.172	62.740

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a. 4 components Extracted Rotation converged in 6 iterations.\*Trace= 9(Sum of Eigen values)

Table 5: Rotated component analysis factor matrix

The table represents the components matrix that contains the loading of the nine tests on the four factors extracted. These factor loadings are the correlation coefficients between the variables and the factors. It measures how closely the variables in the factors are associated which is indicated by their factor loading values.

### Identified Factors

It was noted that in the rotated factor solution, variables 4,8 and 9 load significantly on factor 1; variables 3,6 and 7 load significantly on factor 2; variables 2 and 5 load significantly on factor 3 whereas variables 1 load significantly on factor 4.

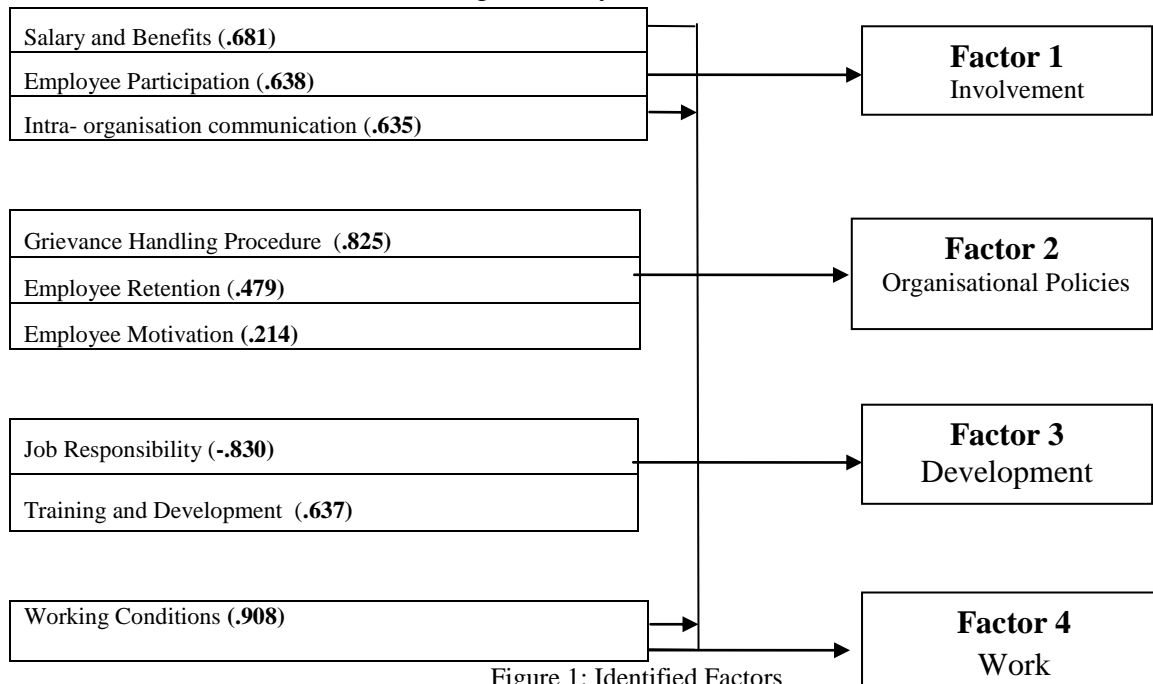


Figure 1: Identified Factors

**Factor 1:** It was a grouping of attributes that influence the employees to involve in work within organisation. The variables of Salary and Benefits, Employee Participation, and Intra

organisation communication represents involvement of the employees in the organisational activities. The factor was therefore termed as “Involvement Factor”.

**Factor 2:** The attributes like Grievance handling Employee retention and motivation accounts for the factors which are the result of organisational policies towards employees. Therefore the factor was termed as “ Organisational Policies Factor”.

**Factor 3:** It was decided to name the grouping of attributes like Job responsibility and Training and development together as these both factors act as source of development of an employee. Therefore the factors were termed as “ Development Factor”.

**Factor 4:** The factor Working conditions correspond to the working conditions of employees in the organisation. Therefore it was termed as “Work Factor”.

#### **4.0 RESULTS AND DISCUSSIONS**

- According to most of the employees, recognition and acclaim as reward for their target achievements, hard work and good performance are important constituents of employee satisfaction.
- More than 30 percent of employees in these organisations responded that valuation of their hardwork and achievement in the organisation act as a motivating force which keeps them working in the area of rural development.
- The employees were mostly influenced by the factors like working conditions. The reason behind this was because of the hilly terrains and far flung areas of operations, the employees of these organisations considered it the most important factor.
- The employees considered job responsibility as one of the major factor which adds to their satisfaction. This was because the areas in which the employees work are vast and at some places inaccessible too. So according to employees it is the responsibility which contributes to great extent to their satisfaction or dissatisfaction.

#### **5.0 CONCLUSION**

The purpose of this study was to investigate the attitude of employees towards factors which contribute most to the satisfaction of the employees working in rural intervention organisations. Respondents of three organizations contributed to the study and hence provided the base for the programmes which are required to be implemented in these organisations for achieving socio-economic goals. The attitude of employees towards working conditions was most favourable and therefore considered it most important job related factor because of the difficult terrains and hostile conditions of working in hilly areas, followed by job responsibility and grievance handling procedure. The study also elaborated that there is a need to develop an effective human resource processes to make it an effective practice to enhance employee productivity. The study results strongly support the research question as there is significant relation of employee productivity with the factors which are related to job. Thus, through the use of strategy-based policies and practices, intervention organizations could create a more competent and committed workforce, which in turn provides a source of sustainable competitive advantage for the rural and undeveloped areas of the country.

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