

Comparative Study of Work Place Attitude in Government and Private Sector

Divya Jain

(Department of Education, Nanak Chand Anglo Sanskrit College, 250002, Meerut, India)

Abstract

Workplace attitude is the behavior of an employee. It unfolds a lot of factors about the organization which leads to the organization's growth and employee's satisfaction. Today, the work environment has changed a lot due to globalization and improved technologies; which creates new opportunities for employees every time. It includes the organizational commitment and effectiveness, trust, Job satisfaction, which refers to the attitude and feelings people have about their work. Teacher's attitude is the most important variable for imparting quality education and positive teaching. The present study is a comparison of workplace attitude of government and private teachers. This was based on 240 employees belonging to government and private teaching sector including PGT, TGT and primary teachers from different organizations of Uttar Pradesh. Data analysis was conducted through t-test, F-test, correlation and regression, which showed that there is a significant difference between the teacher's attitude in government and private schools.

Keywords: *Workplace attitude, Job Satisfaction, Organizational Effectiveness, Openness, Work Clarity.*

1. INTRODUCTION

Work place attitude defines the perception of the person towards his or her job, job related activities and working environment. It is a combination of psychological, emotional and sociological experiences at work, which is often a result of the perception of the employee as to whether his job provides him with the desired outcomes. Work place attitude is determined

by how well the result of the job meets the expectations of the employee. Some important factors influencing it may be classified in Environmental factors (Job content, Occupational level, Pay and Promotion, Work group and Supervision) and Personal factors (like Age, Sex, Educational level, marital status and Experience). In context with work place attitude we have to consider psychological factors as well (outlook of an employee, thinking pattern, reacting behavior).

Employee's attitude is very important to the management for achieving the desired goal for the welfare of organization. The paper would consider following headings, bifurcated as:

- Provides the determinants of work place attitude and effect of these determinants on work place attitude of individual. (Section 2)
- Provides a comparative study consisting of determinants of work place attitude in government and private sector. (Section 3)
- Provides the comparisons made on the basis of comparative study. (Section 4)
- Includes the conclusion for overall survey, and the suggestions which can be made to enhance the positive work place attitude in organization. (Section 5)

The further classification for the paper can be best described in the following manner: Section 2, discusses about the various determinants which affects the work place attitude in either way; Section 3, shows the complete comparative study in form of table and chart so that the comparison can be made accurately in a much effective way; Section 4: describes the differences and similarities analyzed on the basis of study; Section 5: includes suggestions in order to encourage positive work place attitude at work.

2. DETERMINENTS OF WORK PLACE ATTITUDE

The attitude of employee directly affects the growth of organization. While analyzing various determinants of work place attitude, we have to contemplate that all individuals do not carry same attitude though they perform the same job in the same environment and at the same time. Therefore, it expose that besides these factors, there are individual variables which affect the attitude of individual at work. But it is inaccessible to explore all of them hence few are exposed for better understanding.

- *Job Content:* Job content includes various tasks and policies of job such as job scope, responsibility, role clarity, work load at job etc. If the job content is clear to the employee, it feels more secure and satisfied. It has been found that wide job scope leads to increased satisfaction.
- *Cultural Influences:* Cultural importance has also been found very important; in how employees are viewed and valued across countries/cultures (Jackson, 2002)—there is a great variation in the view point of different country's towards employees based on the cultural factors that affects employee attitudes and behaviour towards their job; thereby drawing the national boundaries.
- *Occupational Level:* People will higher level occupations such as professionals and managers tend to be more satisfied with their jobs (Sudha, 2010). It has been proved that satisfaction of an employee is always related to his/her performance in his/her organization and employee performance is related to success of that organization. The term 'Employee Satisfaction' describes various aspects of an individual's professional life like level of motivation, job involvement, organizational awareness, interpersonal relations, salary, compensation, facilities, and management functioning. Present research is intended to compare the level of employee satisfaction of employees of

two different teaching sectors, Government and Private. The impact of age and profile on employee satisfaction were also focused in the present study.

- *Pay and Promotion:* Pay is considered as a primary determinant of work place attitude. When employees feel that their pay meets their expectations to an extent and is fair for their level of effort, they will tend to be satisfied, hence behave in a more gratitude manner. Individuals' perceptions of equitable promotions also influence their attitude at job.
- *Work Group:* It includes size of work group, relation with peers and working conditions. People generally feel more satisfied when there is a compatibility of interests and views with their co-workers and hence they enjoy good relations between them. It has been proved that larger work groups lead to poor interpersonal relation and low group cohesiveness. Working conditions can also influence employee attitudes because people value to have an orderly work place.
- *Supervisory Style:* Several studies have shown that more considerate supervision leads to good work place attitude, but not necessarily to greater productivity. Good supervision creates a conducive climate for satisfaction-productivity relationship, good supervision leads to enhanced working skills in challenging environment.
- *Age:* Research has shown that as employees grow older and acquire seniority, they tend to be slightly good attitude at job. On the other hand, new entrants tend to have higher expectations, thereby declining their work place attitude.

3. RESEARCH METHODOLOGY

The present study is based on primary data collected from total 240 sample respondents 120 from various private schools and colleges of Uttar Pradesh and another 120 from various government and aided schools and college of Uttar Pradesh. For collecting the first-hand

information from the respondents, sample respondents were chosen by convenience sampling method. The main tool used to collect the relevant data from the selected sample respondents were Questionnaire. For this purpose, a well-structured questionnaire was framed and Field survey method was employed to collect the primary data from the selected sample respondents. Secondary information was collected from various sources like website, articles, magazines, newspapers and journals. The statistical and inferential tools used for the study are Mean, SO, T test, F test, Correlation and Regression.

OBJECTIVES OF THE STUDY

1. To study the correlation of work place attitude with job content, job satisfaction, commitment, work recognition and job environment of private teaching sector employee's.
2. To study the correlation of work place attitude with job content, job satisfaction, commitment, work recognition and job environment of government schools and colleges employee's.
3. To find out the difference between the work place attitude of private and government teaching sector employee's on the basis of different determinants.

HYPOTHESES OF THE STUDY

Hypothesis NO 1: H1

Work place attitude of the employees of private teaching sector is not significantly correlated with job satisfaction, job content, commitment, promotions, work recognition and job environment.

Hypothesis NO 2: H2

Work place attitude of the employees of government teaching sector is not significantly correlated with job satisfaction, job content, commitment, promotions, work recognition and job environment.

Hypothesis NO 3: H3

There is no significant difference between the work place attitude of private and government teaching sector employees on job satisfaction, job content, commitment, promotions, work recognition and job environment.

STATISTICAL ANALYSIS

The statistical and inferential tools used to meet the objectives of the study are Mean, SO, T test, F test, Correlation and Regression.

The table specified below shows the inter correlation among the work place attitude, job satisfaction, job content, commitment, promotion, work recognition and job environment for the total 120 employees of government and aided teaching sector.

Table no.1: Inter correlation among determinants for government teaching sector employees.

DETERMINANTS	Work place attitude	Job satisfaction	Job content	Commitment	Promotions	Work recognition	Peer relationships (Environment)	Supervisory style (Environment)
Job satisfaction	.388(**)							
Job content	-0.007	.219(*)						
Commitment	.292(**)	0.067	.289(**)					

Promotions	.527(**)	0.066	-0.124	.274(**)				
Work recognition	-0.104	.340(**)	-0.104	-0.104	-.373(**)			
Peer relationships (Environment)	-0.003	-0.055	0.085	-0.044	0.035	-.0308(**)		
Supervisory style (Environment)	-.157	.243(**)	.030	0.063	-.106	-0.419(**)	-0.262(**)	
Facilities (Environment)	.532(**)	-.165	.242(**)	.220(*)	0.129	-.231(*)	-.352(**)	-.107

**p<.01

*p<.05

Table no 1 signifies that for the sample of 120 employees of government and aided teaching sector, work place attitude is positively and significantly correlated with job satisfaction, job commitment, promotions and facilities (p<0.01). It also indicates that job satisfaction is positively and significantly correlated with work recognition, supervisory style (p<0.01) and job content (p<.05). Job content is significantly correlated with commitment and facilities (p<0.01). Commitment is positively and significantly correlated with promotions (p<0.01) and facilities (p<.05). Promotions are negatively and significantly correlated with work recognition (p<0.01). Work recognition is negatively and significantly correlated with peer relationships, supervisory style (p<0.01) and facilities (<.05). Peer relationships are negatively and significantly correlated with supervisory style and facilities (p<0.01).

The table specified below shows the inter correlation among the work place attitude, job satisfaction, job content, commitment, promotion, work recognition and job environment for the total 120 employees of private teaching sector.

Table no.2: Inter correlation among determinants for private teaching sector employees

DETERMINANTS	Work place attitude	Job satisfaction	Job content	Commitment	Promotions	Work recognition	Peer relationships (Environment)	Supervisory style (Environment)
Job satisfaction	.378(**)							
Job content	.295(**)	.102						
Commitment	.292(**)	.107	.281(**)					
Promotions	.274(**)	.340(**)	-.111	.631(**)				
Work recognition	.250(**)	.290(**)	.194(*)	.060	.573(**)			
Peer relationships (Environment)	0.083	-.115	0.085	-.020	.124	-.348(**)		
Supervisory style (Environment)	.254(**)	.244(**)	.366(**)	.192(*)	.294(**)	- 0.415(**)	- 0.248(**)	
Facilities (Environment)	0.084	0.88	-.030	.190(*)	-.031	0.80	-.410(**)	-.140

Table no 2 signifies that for the sample of 120 employees of public teaching sector, work place attitude is positively and significantly correlated with job satisfaction, job content, job commitment, promotions and supervisory style ($p < 0.01$). It also indicates that job satisfaction is positively and significantly correlated with promotions, work recognition and supervisory style ($p < 0.01$). Job content is significantly correlated with commitment, supervisory style ($p < 0.01$) and work recognition ($p < .05$). Commitment is positively and significantly correlated with promotions ($p < 0.01$), supervisory style and facilities ($p < .05$). Promotions are positively and significantly correlated with work recognition and supervisory style ($p < 0.01$). Work recognition is negatively and significantly correlated with peer relationships and supervisory style ($p < 0.01$). Peer relationships are negatively and significantly correlated with supervisory style and facilities ($p < 0.01$).

The following table shows the comparison between the determinants of private and government teaching sector employees, thereby showing the difference between their work place attitudes.

Table no.3: Comparison between Government and Private teaching sector employee's with reference to various determinants

Determinants	Government employees		Private employees		t values
	Mean	Std. Deviation	Mean	Std. Deviation	
Work attitude	65.0083	7.27664	63.2500	7.40571	1.855
Job satisfaction	54.5500	5.81342	56.0000	5.48949	1.987*
Job content	46.7167	4.72110	48.4667	5.15301	2.743**
Commitment	49.6667	5.47774	50.6833	6.92333	1.262

Promotions	54.5083	7.53367	53.4083	6.95181	1.175
Work recognition	19.9167	3.06123	21.6250	2.83751	2.483**
Peer relationships (Environment)	19.2833	3.13876	19.6750	3.05733	.979
Supervisory style (Environment)	21.0250	2.52870	20.3333	2.41957	2.165**
Facilities (Environment)	19.7667	3.48763	18.7417	3.55153	2.256**

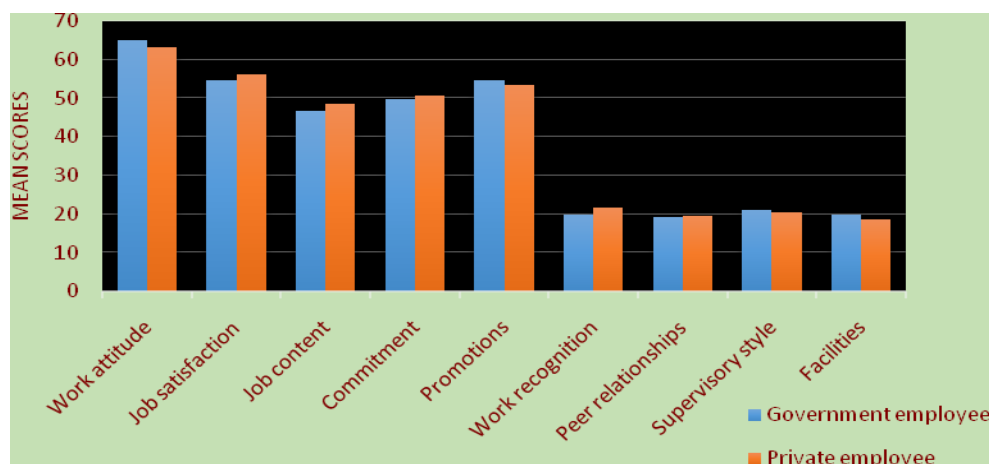
**p<.01

*p<.05

Table no. 3 signifies the difference between government and private teaching sector employees on job satisfaction (p<.05), job content, work recognition, supervisory style and facilities (p<.01).

The specified chart signifies the comparison between mean scores of government and private teaching sector employees on attitude, job satisfaction, job content, commitment, promotions, recognition, peer relationships, supervisory style and facilities.

Chart No.1: Comparison between mean scores of government and private teaching sector employee's with reference to various determinants



The chart specifies that work place attitude of government teaching sector employees are higher than the private teaching sector employees but they are less satisfied in various terms as compared to the private teaching sector employees. It also reveals that job content, commitment, work recognition and peer relationships are relatively higher among private sector employees but promotions, supervisory style and facilities are lesser than government sector employees.

4. FINDINGS

The result from table no.1 signifies that work place attitude is positively and significantly correlated with job satisfaction (.388), commitments (.292), promotions (.527) and facilities (.532) in government teaching sector employees. But the work place attitude is negatively correlated with Job content (-0.007), Work recognition (-0.104), Peer relationships (-0.003) and Supervisory style (-.157). This is because most of the employees have job security in government teaching sector. It is difficult to fire employees from government sector even when they are not adding any values and efforts to their work place. The employees of government sector have less mobility. The employees of government teaching sector are not enthusiastic in terms of job content and environment; they do not welcome new concepts and extra responsibilities. According to the discussion above, the said null hypothesis (H1) was rejected for the determinants like job satisfaction, job commitments, promotions and facilities, but the hypothesis was accepted for the determinants like job content, work recognition, peer relationships and supervisory style to examine the correlation between the various determinants for work place attitude of government teaching sector employees.

The result from table no.2 signifies the work place attitude is positively and significantly correlated with Job satisfaction (.378), Job content (.295), Commitment (.292), Promotions (.274), work recognition (.250) and Supervisory style (.254) in private sector employees.

In most of the private teaching sector the target for each session is fixed in advance and on meeting these targets employee get incentives, allowance, recognition and appreciation. Hence, these types of activities help in correlating above said factors positively and significantly. However, various other determinants like Peer relationships (0.083) and facilities (0.084) are not significantly correlated with the work place attitude of the private sector employees. So, the said null hypothesis (H₂) was rejected for the variable Job satisfaction, Job content, Commitment, Promotions, work recognition and Supervisory style but the hypothesis was accepted for the determinants like peer relationships and facilities to examine the correlation between the various determinants for work place attitude of private teaching sector employees.

The result (Table no. 3) concludes that when a comparison is made between the government and private teaching sector employees regarding work place attitude, job satisfaction, job content, commitment, promotions, work recognition and job environment. It was found that:

Job content was significantly ($t=2.743$) different between the employees of both the teaching sectors. Work recognition ($t= 2.483$), Supervisory style ($t= 2.165$) and Facilities ($t= 2.256$) was also different in government and private teaching sector employees. Level of job satisfaction was also little bit different ($t=1.987$) in both the sector employees. But the work place attitude ($t=1.855$), Commitment ($t=1.262$), Promotions ($t=1.175$) and Peer relationships ($t=.979$) were not significantly different between the government and private teaching sector employees.

Job content was having significant difference ($t=2.743$) because of the different factors like creative and pragmatism teaching within these two sectors. Work recognition ($t= 2.483$), Supervisory style ($t= 2.165$) and Facilities ($t= 2.256$) was also different in government and private teaching sector employees because the government sector has different rules and

regulations to recognize and appreciate the work of employees but the private sector is free to appreciate and reward the employee at every achievement. Supervisory style and facilities are different in both sectors in terms of infrastructure, micro management, leaves and other facilities. Job satisfaction was also little bit different ($t=1.987$) in both the sector employees because the private sector employees enjoy flexible hours, better infrastructure, better ways of development, new and creative challenges and opportunities every time. These factors finally contribute to higher job content, job satisfaction, work recognition and facilities of the private teaching sector employees in comparison to the government teaching sector employees.

Hence, for the above determinants the said hypothesis (H3) is rejected for the determinants like work place attitude, commitment, promotions and peer relationships to find out the difference between the government and private teaching sector employees, while it was accepted for the determinants like job content, job satisfaction, work recognition, supervisory style and other facilities.

5. CONCLUSION

From the research study, hypothesis considered and analysis made, we have reached to the conclusion that work place attitude of teaching sector employees have been proved as a critical factor as it is inter correlated with job satisfaction, job content, promotions, facilities and work recognition.

In government teaching sector, work place attitude of organization's employees is inter correlated with job satisfaction, commitments, promotions and facilities but not with Job content, Work recognition, Peer relationships and Supervisory style.

In private teaching sector, work place attitude of the organization's employees is inter correlated with Job satisfaction, Job content, Commitment, Promotions, work recognition and Supervisory style but not with Peer relationships and Facilities.

There is a difference in level of Job content, Work recognition, Supervisory style, facilities and level of job satisfaction in both the sector employees. The government sector employees and private sector employees are ranking the attitude at work in the different order. The work place attitude of government teaching sector employees were found higher than the private teaching sector employees but the level of job satisfaction of government sector employees are low as compared to the private sector employees due to the lack of work clarity, non-recognition of their work, unhygienic and unhealthy environment.

The government and private sector teaching organizations need to bring a change in attitude of their employees through introducing some new concepts and change agents. The coordinators and higher authorities should be responsible for this act of maintaining a good, healthy and lively environment in the institutions. The organizations should also try to maintain a balance between the employee's aspirations, expectations and organization's output and expectations. All the institutions should make an effort to increase the job satisfaction level, job content level, supervisory level and promotions of the employees to improve the environment and attitude of the employees towards their work.

REFERENCES

- *Othman A.K., Mahmud Z., Noranee S., Noordin F. (2018) Measuring Employee Happiness: Analyzing the Dimensionality of Employee Engagement. In: Lokman A., Yamanaka T., Lévy P., Chen K., Koyama S. (eds) Proceedings of the 7th International Conference on Kansei Engineering and Emotion Research 2018. KEER 2018. Advances in Intelligent Systems and Computing, vol 739. Springer, Singapore*

- Baarspul, H.C., Wilderom, C.P.M., 2012. *Do employees behave differently in public- vs private-sector organizations? Public Manag. Rev.* 13 (7),967–1002.
- Boyne, George A. (2002). *Public and Private Management: What's the Difference? Journal of Management Studies*, 39 (1), 97 – 122.
- Solomon, E.E. (1986). *Private and public sector managers: an empirical investigation of job characteristics and organizational climate. Journal of applied psychology*, 71(2), 247-259.
- Cheol Park, Jongkun Jun, Thaemin Lee and Heejung Lee, *Customer orientation or employee orientation: which matters more? The moderating role of firm size, Journal of Business & Industrial Marketing*, 10.1108/JBIM-05-2017-0119, 33, 7, (1001-1011), (2018).
- Justin B. Bullock, Jesper Rosenberg Hansen & David J. Houston (2018) *Sector Differences in Employee's Perceived Importance of Income and Job Security: Can These be Found Across the Contexts of Countries, Cultures, and Occupations?*, *International Public Management Journal*, 21:2, 243-271, DOI: 10.1080/10967494.2018.1425226
- Wright, B. E. (2001). *Public-sector work motivation: A review of the current literature and a revised conceptual model. Public Administration Review*, 11(4), 559-586.
- Dhila, B. D., L. R. Yaganik&chothani (2005). *Research Methodology, First Edition.*
- GeetaKumari and K. M. Pandey (2011). *Job Satisfaction in Public Sector and Private Sector: A Comparison. International Journal of Innovation, Management and Technology*, Vol. 2, No. 3, June 2011.
- Locke, cited in Brief, A. P., & Weiss, H. M. *Organizational behavior: affect in the workplace. Annual Review of Psychology*, vol-53,p.279-307, (2001).

- *Umesh Sharma, Paola Aiello, Erika Marie Pace, Penny Round & Pearl Subban (2018) In-service teachers' attitudes, concerns, efficacy and intentions to teach in inclusive classrooms: an international comparison of Australian and Italian teachers, European Journal of Special Needs Education, 33:3, 437-446, DOI: 10.1080/08856257.2017.1361139*
- *Paulo Aguiar do Monte(2015).Public versus private sector: Do workers' behave differently?Federal University of Paraiba (UFPB), Brazil.*
- *Sadia Rashid and Uzma Rashid (2012). Work Motivation Differences between Public and Private Sector. American International Journal of Social Science Vol. 1 No. 2; December 2012.*
- *Rajubhai M. Rana (2014). A Comparative Study of Job Stress of Government and Private Employees International Journal of Research in Humanities and Social Sciences Vol. 2, Issue: 2, February 2014 ISSN:(P) 2347-5404 ISSN:(O)2320 771X*
- *Kumar, P., & Thakur, K. S. (2011). Organisational behaviour: concepts and applications, text and cases. (revised Eds.). Delhi: Wisdom Publications.*
- *Alok Kumar Srivastav and PriyankaDas(2013). A Study on Employees Attitude Towards The Organization and Job Satisfaction. International Journal of Science and Research (IJSR) ISSN (Online): 2319-7064*
- *Brewer, A. (1996). Developing Commitment Between Managers and Employees. Journal of Managerial Psychology, 11(4), 24–34. <http://dx.doi.org/10.1108/02683949610117599>.*
- *Mowday, R.T., Steers, R.M., and Porter, L. 1979. The measure of organizational commitment. Journal of Vocational Behavior. 14: 224–247.*

- *Wadhwa, D. S., Verghese, M., & Wadhwa, D. S. (2011). A study on factors influencing employee job satisfaction. International Journal of Management and Business Studies, 1(3), 109-111. Retrieved on 10.12.2013 from www.ijmbs.com/13/daljtit.pdf.*
- *Rhodes, S. R. (1983). Age-related differences in work attitudes and behavior: A review and conceptual analysis. Psychological Bulletin, 93(2), 328-367.*
- *Dubin, R. (1956), Industrial workers world: A study of central life interests of industrial workers, Social problems, 3, 131-142*
- *Allport, G.W. (1935). Attitudes. In C. Murchinson (Ed), Handbook of social psychology (798-844). Worchester, MA: Clark University Press.s*
- *Joshi, G. (1998). Job satisfaction, job involvement and work involvement among the employees of private and public sectors. Psychological Studies, 43, 85-90.*
- *Ajen,I. (1982). On behaving in accordance with one's attitudes. In M.P. sZaana, E.T. Higgins.*