

Analysis of level of Variation of Job Satisfaction for Permanent and Temporary Employees: Evidence from Delhi NCR?

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Abstract— Purpose: The purpose of this paper is to explore the effect of job characteristics on the job satisfaction of employees. Moreover, the research also explores the comparison of job satisfaction for temporary and permanent employees within their different work roles. Apart from this, the study also examined the moderating effect of age.

Research Methodology: Primary information has been gathered from 138 employees of various industries in Delhi and applied multiple regression analysis, correlation analysis, t-test and moderation analysis to analyse the data.

Results: Multiple regression analysis proves that job characteristics and their dimensions significantly and positively influence employees' job satisfaction (.888). Further, the t-test exhibits a significant variation in the job satisfaction of permanent and temporary employees (t-value 6.890; p-value .000). Using process 2.13 version for the SPSS and interaction software, the study also finds that age groups moderate the relationship between job characteristics and job satisfaction and younger employees are affected more than other age groups (10.438; p-value .000).

Practical Implications: Considering the effects of age diversity on the relationship between job characteristics and job satisfaction would be helpful for organizational policies. The study also points out that differences in the attitude of employees also should be considered to make better HRM policies.

Novelty: In the Indian context very few studies investigated the behaviour of temporary employees, although studies are abundant on permanent employees. Hence this study would fill the much-needed gap.

Keywords: Job Characteristics, Job Satisfaction, Autonomy, Task Variety, Task Identity, Task Significance, Feedback, Contingent Employees

JEL Classification: J21, L0, M51

1. INTRODUCTION

Today in the era of the globalized economy satisfaction of employees is vital to achieving excellence and competitive advantage for an organization (Behera et al, 2020). Satisfaction of employees is an essential attribute for organizational productivity, effectiveness, development and retention of employees. Following this, Ofosuhene & Sammo (2020) exhibited that the satisfaction of employees is a key factor and root of the continuity of an organization. In other words, to remain at its peak, every organization has to keep attached and satisfied their every group of employees. Job satisfaction among employees depends on the job attributes and job facilities provided by the organization (Morf et al., 2019). Based on the above affirmation the study of Verma (2017) also exhibited that job attributes consequently play an important role to enhance the satisfaction level of permanent and temporary employees. Today in the environment of economic flexibility temporary workforce has become an essential part of every organization to compete with changes in the business environment. A temporary workforce has been provided numerous benefits to the organization; for instance, they work without receiving any extra benefits (Bhandari and Heshmati, 2006), enhance work flexibility (Kalleberg, 2000; Thorsteinson, 2003), less costly (Krahn, 1991; McLean Parks et al., 1998), and lack of responsibility (Wooden & Warren, 2004). Although the temporary work system has numerous benefits, they are neglected by organizations in the distribution of job facilities and compensation (Behery et al., 2012; Bhandari & Heshmati, 2006; Chambel and Castanheira, 2006; Krahn, 1991). For instance, the study of Slattery et al. (2010) exhibited that temporary employees are less satisfied with their job characteristics as they received fewer job facilities. Others studies also exhibited that there is a difference in the attitude between permanent employees and temporary employees (Bhandari and Heshmati, 2006; Kalleberg, 2000). Various theoretical surveys have also added similar results to the concept,

but there is a lack of empirical studies on temporary employees and their attitudes in the Indian context. This study compares the satisfaction level of permanent and temporary employees in the Indian context; which is not highly considered. First of all, the study examines the linkage of job characteristics and their dimensions with job satisfaction. The study also explores the moderating role of age groups, which is not yet explored for the relationship between job characteristics and job satisfaction.

2. THEORETICAL FRAMEWORK AND HYPOTHESIS FORMULATION

Job Satisfaction

Job satisfaction has considered a broad and widely studied concept of social science and human resource management. In 1920 Elton Mayo coined the concept of job satisfaction defined it as the pleasure of employees with a job and job relationship. Within the time various researchers described job satisfaction in different contexts. Following this, Ofosuhene & Sammo (2020) defined the concept of job satisfaction as a complex combination of various job aspects attached to the feelings of employees. Further, the survey by Avani Jain et al. (2021) described job satisfaction as the satisfaction of employees depending on the level of liking of job attributes. Further, the study of Slettery et al. (2010) studied the job satisfaction of permanent as well as temporary employees and exhibited a significant difference in job satisfaction levels. Following, David et al. (2000) also confirmed the difference in the job satisfaction level of temporary employees. Various studies also exhibited similar results (Andrade & Westover, 2018; Robbins, 1989). In the Indian context, very few studies have attempted to examine the difference between the job satisfaction of permanent and temporary employees and the behavior of the temporary. This survey is an attempt to fill this research gap.

Job Characteristics

The concept of job characteristics has been introduced by Hackman & Oldham in 1975. In this survey, they explained the model of job characteristics with five dimensions namely job variety, job significance, autonomy, feedback and job identity. These dimensions explained as autonomy is defined as the degree of freedom to take decisions regarding the job, job variety explain as the task and skills required to complete the job goals, job identity described as the job type, job significance defined as the job value attached with the job and feedback explained as a communication system in which all job-related information communicated to the employees. Further, various researcher works on this

model in different research contexts. Some researchers also added additional dimensions. For instance, the survey of Stuart et al. (2008) explores the new dimensions of job characteristics viz. interdependence, job involvement and management support. Following, Ofosuhene & Sammo (2020) also investigate various dimensions viz. work advancement, work autonomy and nature of the work.

Review of Literature

Different studies have been conducted on the relationship between job characteristics and job satisfaction and exhibited a positive linkage between the variables. The study of Hakman & Oldham (1975) explored the reactions and behaviour of the employees regarding job characteristics and exhibited the positive effect of job characteristics on job satisfaction. Based on the above results Brief & Aldag (1975) also survey to analyse the effects of job characteristics on affective response and found the positive effects of the job factors on job satisfaction. In this context, Stuart et al. (2008) examined the job characteristics linked with job satisfaction of temporary employees and permanent employees. Results exhibited a positive relationship between all dimensions of job characteristics with job satisfaction of employees. Further, the study revealed that job autonomy is lower for temporary employees in comparison to permanent employees. Slattery et al. (2010) examined the linkage between job characteristics and job satisfaction in the context of temporary employees. Results revealed that job characteristics positively and significantly attached to the job satisfaction of employees. The study also conveys the difference in the job satisfaction of temporary employees and permanent employees. Following, the study by Ozturk et al. (2014) also explored the basis of the Hackman & Oldham (1975) model and its effects on the job satisfaction of employees. Further, the study added a positive and significant linkage between job characteristics and its dimensions with the job satisfaction of employees. In other words, job and job attributes have vital to retaining employable and skilled employees. To attract and retain human resources it is a must to be satisfied each and every group of employees with their job factors. Further studies (Ofosuhene & Sammo, 2020; Ozturk et al., 2014; Slattery et al., 2010; Stone & Porter, 1975) also explored the same results. Based on the above review of the literature we formulate the Hypothesis.

Objectives

1. Whether the job characteristics influence job satisfaction?
2. Whether the job satisfaction level is different for temporary employees?

3. Does Age moderate the relationship between job characteristics and job satisfaction?

Research Hypothesis

H1: Job characteristics significantly and positively influence job satisfaction.

H2: Autonomy significantly influences job satisfaction.

H3: Job variety on job satisfaction.

H4: Task identity on job satisfaction.

H5: There is a positive effect of task significance on job satisfaction.

H6: There is a positive effect of feedback on job satisfaction.

H7: Differences is exists between the job satisfaction of permanent employees and temporary employees.

H8: Age groups moderate the linkage between job characteristics and job satisfaction.

III. DATA AND METHODOLOGY

III a. Variable

Job characteristics (Independent variable): Measure of Morgeson & Humphery (2006) measure the job characteristics contract with a five-point Likert scale. The reliability of the scale is confirmed, with .896 alpha values (Table 2). And its five dimensions: autonomy, job variety, task identity, job significance and feedback, also proved reliable with Cronbach's α being .948, .969 .972, .792, and .955, respectively.

Job satisfaction (Dependent Variable): Items of job satisfaction have been taken from the Minnesota satisfaction questionnaire (MCQ) of 1967. Cronbach's α of the scale is .924, which proves the reliability of the scale (Table 2).

Control Variables: Type of the post, Nature of the organization, age, gender, qualification and type of organization were treated as control variables.

Moderating Variables: Age

III b. The Sample and Procedure

Descriptive statistics have been conducted to find out the demographic knowledge of respondents (Table 2). A total of 230 questionnaires were distributed to determine the response, from which 180 questionnaires were filled and out of which 42 were unusable filled questionnaire. Thus, 138 responses were kept in the analysis. The data were taken from the corporate sector of Delhi. Table 1 shows the demographic knowledge of the respondents.

Table1. Demographic analysis

Categories	Sub-categories	Frequency	Percentage
Type of job	Permanent employees	83	60.1
	Temporary employees	55	39.9
Nature of the organization	Manufacturing	50	36.2
	Service	88	63.8
Gender	Male	105	76.1
	Female	33	23.9
Age Group (in years)	20-35	92	66.7
	36-45	20	14.5
	46-60	26	18.8
Type of organization	Hospitality	5	3.6
	Banking and Finance	44	31.9
	Healthcare	19	13.8
	ITES&IT	13	9.4
	Others	57	41.3

Source: Primary data.

Table 2. Reliability test

Variables	No. of Items	Cronbach's alpha
Job satisfaction	18	.924
Job Characteristics	24	.896
Autonomy	9	.948
Job Variety	4	.969
Job Identity	4	.972
Job Significance	4	.792
Feedback	3	.955

Source: Primary Data.

III c. Tools and Techniques: For analysing the data following statistical tools were used: multiple regression analysis, an independent sample t-test with IBM SPSS version 21 and moderation analysis with process macro 2.13 versions for SPSS and interaction software.

IV. RESULTS AND DISCUSSION

Table 3. Multiple regression assumptions testing

Multicollinear-ity		Durbin-Watson	Cook-distance	P-P Plot	Scatter-Plots
VIF	Tolerance scores	1.569	$1 \leq$	Normal	Linear
1.0	1.0				

Source: Primary Data.

The study satisfied all assumptions of multiple regressions (see Table 3). The Scatter plot showed that data is linear and there is no multicollinearity, as VIF scores are below 10 (1.0) and tolerance scores are above .02 (1.0). The condition of independence of residuals is also met as the

Durbin-Watson analysis's value is close to 2 (1.569). The normality assumptions and no biases are also satisfied by the standard p-p plot and cook distance value, which is less than 1.

Table 4. Multiple Regression Analysis

	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Constant	.475	2.164	2.692	2.689	2.524	2.259
Job Characteristics	.888					
Autonomy		.404				
Job Variety			.233			
Job Identity				.270		
Job Significance					.326	
Feedback						.363
R. square	.474	.255	.073	.169	.157	.223
Adjusted R	.470	.250	.066	.163	.150	.217
F Statistic	122.375	46.573	10.663	27.678	25.254	39.077
N	138	138	138	138	138	138

Source: Primary Data.

Multiple regression analysis shows that overall job characteristics significantly and positively affect job satisfaction (Table 4). The model 1 p-value is .000 proved significant with an F value of 122.375 and R square is 47.4 % which explains the variation in job satisfaction defined by job characteristics. In Table 4, the beta value is 0.888, which explains the slope for job characteristics, and the corresponding t value is 11.062. Similarly, model 2, model 3, model 4, model 5 and model 6 (see Table 4) showed significant results to justify hypotheses. The above results indicate that job satisfaction is significantly affected by all independent variables, which leads to the acceptance of all hypotheses (see Table 8).

Table 5. Differences in job satisfaction between employees regarding job characteristics

Dimension	Post	N	Mean	S.D.	t-test	Sig.
Job Satisfaction	Permanent	83	3.981	.5330	6.890	.000
	Temporary	55	2.969	.9986		

Source: Primary Data.

Comparative Analysis (Independent t-test)

Various studies exhibited that permanent and contingent employees differ in receiving the facilities (Gupta & Gupta, 2013). To find out the difference between the

satisfaction levels of both types of employees regarding their job characteristics, an independent sample t-test is conducted. The results found a difference in the attitudes of employees. The mean and S.D. of permanent employees' response is 3.98 ± 0.533 , and the mean and S.D. of contingent employees is 2.96 ± 0.998 . The value of the t-test is found to be 6.89 (see table 5), (P-value 0.000) significant level, which demonstrates that permanent employees are more satisfied than contingent employees, so H7 is accepted.

Moderating Effect of Age Groups

The moderating factor is the variable that can change the direction and affect the strength of the linkage between independent and dependent variables (Baron, 1986). To analyze the moderating effect, a dummy variable age was created with three groups. Group I consisted of employees aged 20-35 years, group II consisted of employees in the age group of 36-45 years employees, and group III represented the 46-60 years age group.

For testing the moderation effect of age, we used process 2.13 versions for SPSS with bootstrapping procedure taking 95% confidence intervals. Results show job characteristics' impact on job satisfaction is moderated by age and is more significant for young age employees (Table 6c). For group I, the code is (0, 0), for group II, the code is (1, 0), and for group III (0, 1) (see Table 6a). As we selected the option only continuous variable that defines products, so constant predicted the first group's interaction results, interaction1 was for group II. Interaction 2 was for group III (see Table 6b). In this table, the p-value shows that all the interaction results are significant ($p < 0.05$). Further results show that the p-value for each group separately was also substantial ($p < 0.05$) and show moderating effect between the association of job characteristics and job satisfaction (see Table 6c). Following are the effects of each group: for the first group (1.035, t-value 10.438), for the second group (.503, t-value 2.098), and for the third group, it is (.640, t-value 4.040). Results also show that the young age group (1) has high moderating effect than other age groups (1.035). Graphical results again prove the same results (figure 1) and confirmed that H8 is true.

Table 6 a. Coding of Categorical Variables

Age group	W1	W2
Age group I	.000	.000
Age group II	1.000	.000
Age group III	.000	1.000

Source: Primary Data.

Table 6 b. Interactions of Moderating Effect

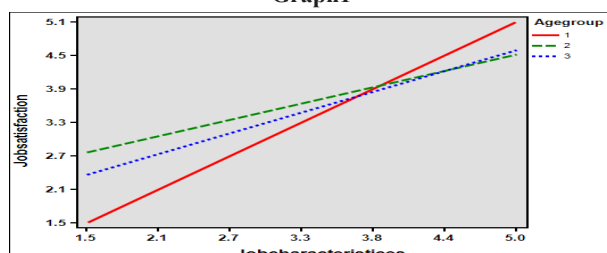
	Coef- ficient	SE	T-value	P-value
Constant	3.344	.067	52.591	.000
Job Charac- teristics	1.035	.099	10.438	.000
W1	.218	.162	1.344	.181
W2	.092	.143	.644	.520
Interaction1	-.531	.259	-2.048	.042
Interaction2	-.394	.187	-2.108	.036

Source: Primary Data.

Table 6 c.Conditional Effect of Model

Age cate- gories	Effect	Boot SE	t- value	p- value	Boot LICI	Boot ULCI
1.	1.035	.099	10.438	.000	.839	1.231
2.	.503	.240	2.098	.037	.028	.978
3.	.640	.150	4.040	.0001	.327	.954

Source: Primary Data

Graph1**Figure 1. Moderator Analysis**

Notes: Group I (20-35 years of age)

Group II (36-45 years of age)

Group III (46-60 years of age)

Table 7. The Hypothesis with their Supportive Justifications.

Hypothesis	β Coefficient	T- value	P-value	Result
H1:	.888	11.062	.000	Accept
H2:	.404	6.824	.000	Accept
H3:	.233	3.265	.001	Accept
H4:	.270	5.261	.000	Accept
H5:	.326	5.025	.000	Accept
H6:	.363	6.251	.000	Accept
H7:	—	6.890	.000	Accept
H8:	—	10.438	.000	Accept
		2.098	.037	
		4.040	.0001	

Source: Primary Data

V. DISCUSSION AND CONCLUSIONS

This survey has been conducted to examine the effect of job characteristics on job satisfaction in the Indian context. The results of the study convey the significant and positive effect of job characteristics on permanent and temporary employees' attitudes (.888). The empirical conclusion has been drawn using correlation, multiple regression analysis and moderator analysis. The results suggested a significant association between autonomy and job satisfaction (.404). Similarly, other dimensions of job characteristics also show a positive relationship with job satisfaction. Various researchers' studies also added the same results (Brief & Aldag, 1975; Hackman & Oldham, 1975; Olanrewaju and Ifenna, 2011). Although some researchers found contradictory results about some dimensions such as Ozturk et al. (2014) exhibited that job variety is not significantly related to job satisfaction. Since most of the studies revealed that all dimensions of job characteristics significantly and positively affect the job satisfaction of employees. Furthermore, the value of the t-test analysis revealed that permanent employees are more satisfied with job characteristics. Most of the studies also convey this result (Bhandari and Heshmati; 2006; Ntisa et al., 2016; Verma, 2017). These results are helpful in decision making of policy-makers and in HRM practices with different work-status. The results suggested that satisfied workforce is the key of organizational success, so employers have to gain positive behaviour of each group of employees by providing the better and equal job attributes.

The study also conducted the moderator analysis, and the results convey the moderating effect of age. It explored that the young age group is affected more than age other groups as (Colquitt et al., 2016) also exhibited that younger employees are more involved and conscious of development activities. Results help make managerial decisions in an environment of age diversity. The study concluded empirical evidence of the positive effect of job characteristics on job satisfaction and young age employees are more conscious of job characteristics. The results also added differences in the behaviour of the temporary and permanent employees. In sum, empirical evidence of the study is helpful in strategic management and policy-making that enhances employee job satisfaction. As the evidence exhibited that temporary employees are also beneficial for the organization as permanent employees. But they were neglected, so having different attitudes and behaviour. It is considerable for an employer to provide equal job attributes to all employees and create an environment of justice and equity to enhance the positive behavior of each employee.

VI. RESEARCH GAPS AND FUTURE SCOPE

This study is cross-sectional as the survey is based at one point in time, so inferences may be different for longitudinal studies. Next, the limitation may be considered that data collected from Delhi, so results may vary for other geographic/sociological areas. Most of the studies have been conducted by taking a sample of permanent employees and less attention has been given to studies on temporary employees. Future studies can be conducted on the comparison of permanent employees and temporary employees, taking sample of specific sector.

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