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JOB SEEKERS ATTITUDE TOWARDS CHOOSING A JOB

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ABSTRACT

Academicians across several disciplines have written numerous articles about the job seekers attitude in choosing career. Authors have borrowed from psychology, business administration, human resources management, and the wide umbrella of organizational science to define, measure, and interpret the significance of job seekers attitude in their discipline. While a significant body of literature has been created concerning job seekers attitude in the field of service sector, service based companies seem somewhat more reluctant than professionals of other fields to turn their research upon themselves and study what makes them tick. This study covers 100 respondents from more than 30 companies engaged in the field of service sector. Their attitude towards selecting a new career is studied by providing appropriate questionnaire to collect the necessary data. The Kendall's coefficient of concordance is adopted to test the data collected and to test the hypothesis framed. For analysis purpose, job seekers attitude is measured by classifying the considerable factors into firm specific favorable factors, firm specific unfavorable factors and personal factors which are having impact on the joining decisions in a firm.

KEYWORDS: Job seekers attitude, service sector, firm specific favorable factors, firm specific unfavorable factors, personal factors.

INTRODUCTION

Attitudes are inclinations, or affinities, to react in a favorable or unfavorable way toward an object. The object could be almost anything in the world around us. Attitudes reflect a person's likes and

dislikes toward other persons, objects, events, and activities in their environment. It makes sense to study and know about attitudes because strong attitudes will very likely affect a person's behavior. Attitudes towards basic pay, benefits, promotion or

anything offered in a job may trigger positive or negative reactions in the minds of job seekers and employees. As a result, job satisfaction and job seeker attitudes represent one of the key areas for measuring organizational effectiveness. Assessing job seekers attitude depends upon a careful investigative process that uses a variety of methods. Investigated by several disciplines such as psychology, sociology, economics and management sciences, job seekers attitude is a frequently studied subject in work and organizational literature. This is mainly due to the fact that many experts believe that job seekers attitude can alter labor market behavior and influence work productivity, work effort, employee performance and staff turnover. Moreover, job seekers attitude is considered a strong predictor of overall individual well-being, as well as a good predictor of intentions or decisions of job seekers and existing employees to select a job.

2. REVIEW OF LITERATURE

Roll & Brown, (1999), the major practitioner knowledge gaps in this area are: the causes of job seeker attitudes, the results of positive or negative job satisfaction, and how to measure and influence job hunters attitudes. Within each gap area, provides a review of the scientific research and recommendations for practitioners related to the research findings. In the final section, additional recommendations for enhancing organizational practice in the area of employee attitudes and job satisfaction is described, along with suggestions for evaluating the implemented practices. John & Edwards (2001) similar results were also found in a series of questions regarding descriptions of the worker's personal work situation. High marks were given for aspects such as, reasonable employee expectations, reasonable hours,

and respect from superiors, recognition, and a feeling of producing something important. The lowest responses were for, having a say in decisions, opportunities for creativity, and opportunities for promotions. Harter (1987) attempted to study using professionals in forty companies. Again using the job seekers attitude, his findings concurred with the initial study in that workers were satisfied with supervision, coworkers, work, and benefits, but dissatisfied with promotion and contingent rewards. The mean score for communication was near the mid-point; suggesting some workers were satisfied and a similar number were dissatisfied. Interestingly, George William (1991) study of perceptions of employees in rendering job found that "relationship with non-professional staff" was a source of great satisfaction among professional employees, suggesting either the existence of a less classist system than in the MNCs or that professional employees are unaware that many paraprofessionals feel deprecated. Both studies found that job satisfaction of professional employees was high. The most-used research definition of job seekers attitude and job satisfaction is by Smith (1998), who defined it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Implicit in Smith's definition is the importance of both affect, or feeling, and cognition, or thinking. When we think, we have feelings about what we think. Conversely, when we have feelings, we think about what we feel. Cognition and affect are thus inextricably linked, in our psychology and even in our biology. Thus, when evaluating our jobs, as when we assess most anything important to us, both thinking and feeling are involved in choosing a career and the job satisfaction is highly depends on the feeling of the employees.

3. OBJECTIVES OF THE STUDY

This study makes an attempt in this direction with the following objectives.

1. To understand the job seekers attitude while selecting job in a company.
2. To investigate the firm specific factors influencing job seekers to undertake new employment.
3. To assess the impact of personal factors influencing employment decisions.
4. To study the effectiveness of relative factors those govern the decision to join in a company.

4. RESEARCH METHODOLOGY

A sample 100 respondents with a record of having adequate qualification and experience were randomly selected across the states of Tamilnadu, Karnataka, Andhra Pradesh and Kerala. In order to maintain homogeneity and consistency among the different sectors, 20 employees from five service based sector selected for this study. The sample selection and data collection was completed with the help of experienced enumerators; the detailed questionnaires were presented to the respondents to collect the required data. The questionnaire used for the sample survey is a structured and non-disguised and consisted of two major sections. The first section intended to collect the various firm specific factors affecting or favoring joining decisions of a company; the second section intended to collect the various personal factors affecting the employment selection decision. The sample survey takes a period of 3 months from October 2010 to December 2010. The enumerators appointed to collect the data from the

numerous of parts of South India; this study was conducted in the cities like Chennai, Coimbatore, Trivandrum, Cochin, Hyderabad, Vishakhapatnam, Bangalore, Mysore. This study only focuses the employee attitude towards the undertaking the employment in service based industries, it doesn't attempt to test the manufacturing industries, employees having experience in less than one year are completely excluded. While collecting such data from the respondents, no discrimination is shown in different functional departments in the company. Employees working in marketing, human resources, finance, operations, and technical departments are considered and no partiality revealed between senior and junior employees. In order to get reliable data about the employees' attitude, all the factors are grouped into three heads i.e. favorable firm-specific factors, unfavorable firm-specific factors and personal factors influencing employment decisions. Then the factors are analyzed with due diligence. In order to test its worthiness of data collected, the Kendall's Coefficient of Concordance is employed and necessary hypothesis framed and tested.

5. FACTORS INFLUENCING SELECTION OF EMPLOYMENT

5.1. FIRM-SPECIFIC FACTORS FAVORING FOR JOINING DECISIONS

The following is the most important factors considered once joining in a company. This list shows the factors that job seekers' consider the most important while selecting a job in a company.

**TABLE: 1 – FAVORABLE FIRM- SPECIFIC FACTORS
ON JOINING DECISIONS**

S. No	Factors	Sector	Total				
		Aviation	Banking	Insurance	Mobile Providers	Software	
1.	High CTC	19	16	17	15	16	83
2.	Career Growth Opportunities	14	16	16	16	18	80
3.	Job Security	13	15	16	19	16	79
4.	High Employee Value	10	13	16	17	17	73
5.	Designation/ Grade	18	14	13	10	12	67
6.	Adequate Increment/ Fringe benefits	12	12	14	16	12	66
7.	Less Work Pressure and Torture	8	7	10	12	9	46
8.	High Incentives/ Bonus	7	4	3	2	3	19
9.	High Authority & Responsibility	5	3	2	2	3	15
10	Safety & Welfare Facilities	2	2	3	4	2	13

Source: Primary Data

It can be seen from the above table that high cost to the company (CTC) is the most important factor considered when selecting a job. This is borne out by the fact that 83 out of 100 respondents took this factor into account while joining in a company. Then the career growth opportunities continues to be a top consideration for employees, the same is agreed by 80 respondents. Employers in general have been making improvements to pay structures and safety measures over time, but not all companies provide comparable job protection to the employees. Among the five industry

segment, software sector offers highest career growth opportunities, next followed by the banking, insurance and mobile operators. While examining job security factors, the least is aviation sector. Employment decisions often influenced by high job security, it is evident from the above table and ranked as third by 79 respondents. Software and mobile providers are placed first in terms of high employee value. The respondents from mobile service provider sector mostly dissatisfied with the designation/ grade offered to them. In terms of adequate increment/ fringe benefits, the employees

from mobile sector agreed highly and their decisions are also based on the annual increment and/or fringe benefits offered from the company. Subsequently as a question to ask for, the respondents are requested to rate their perception with work pressure and torture from superior, nearly 46% of the respondents are considered this factor when making decisions to join in a company. Then the remaining factors like high incentive/bonus, high authority and responsibility, safety and welfare facilities are considered below 20% of respondents.

5.2. FIRM-SPECIFIC FACTORS UNFAVORING FOR JOINING DECISIONS

Many occasions joining decisions in a company affected by the same factors associated with a company. To a question as to what factors affect the joining decision in a company, the respondents are asked to state which of the following ten factors (given in Table 2 below) considered by them at the time of considering take an employment from a service sector.

TABLE: 2 – UNFAVORABLE FIRM SPECIFIC FACTORS ON JOINING DECISIONS

S. No	Factors	Sector	Total				
		Aviation	Banking	Insurance	Mobile Providers	Software	
1.	Low CTC	13	16	12	7	12	60
2.	Lack of Career Growth Opportunities	11	9	10	7	12	49
3.	Unsatisfactory Grade / Designation	12	8	8	5	9	42
4.	Lack of Employee Value	10	7	7	5	7	36
5.	Inadequate Increment / Fringe benefits	7	5	5	3	8	28
6.	Superior Agony	7	4	4	3	6	24
7.	Excessive Work Pressure	7	3	3	5	5	23
8.	Low Incentives/ Bonus	6	3	2	2	4	17
9.	Less Authority & Responsibility	5	3	0	0	2	10
10	Less Safety & Welfare Facilities	2	1	1	0	1	5

Source: Primary Data

It is evident from the above table, 60 out of 100 respondents expressed; they circumvented to join in a company because of the low CTC. It is a big pain for the joining decisions to all segments, only the employees from mobile providers are not taking into account the cost to the company, because they revealed the chance to get better job in rivalry firms by achieving the annual target. The next, lack of career growth opportunities is affecting the joining decisions. Then unsatisfactory grade or designation offered from the company and lack of employee value is more or less equally ranked third and fourth place respectively. Inadequate increment and superior agony is place fifth and sixth positions, there is a uniform

distribution of priorities existed from all sectors. Apart from these factors, low incentives, less authority and responsibility, less safety and welfare facilities.

5.3 PERSONAL FACTORS INFLUENCING JOINING DECISIONS

Personal influences are crucial in deciding to undertake a job in a company. It includes factors like physical factors, social factors, time factors, family factors and so on. The job seekers have undoubtedly been affected by all these factors at one time or another. The following factors are highly considered by the job seekers while seeking job.

TABLE: 3 – PERSONAL FACTORS INFLUENCING JOINING DECISIONS

S. No	Factor	Sector	Total				
		Aviation	Banking	Insurance	Mobile Providers	Software	
1.	Proximity to Residence	10	7	12	15	9	56
2.	Family members compulsion	7	8	7	6	13	41
3.	Spouse Employment	9	9	5	5	9	37
4.	Kids' Education	7	6	7	6	8	34
5.	Matching Qualification	5	6	8	10	4	33
6.	Specialized Experience	5	6	5	2	9	27
7.	At par Knowledge & Skill	12	8	1	0	4	25
8.	Scope for further Study	8	3	0	1	2	14
9.	To Strengthen Private Business	6	1	1	0	2	10
10	Fear to change new Company	3	1	1	1	2	8

Source: Primary Data

Personal factors are highly influencing the decisions of selecting a job. It is clear from the above table, 56 respondents from the sample agreed; they interested to work in a company because of proximity of residence. Subsequently, Family members' compulsion plays a crucial role in deciding the type of employment, 41 respondents preferred to work in a company as per their family members. Similarly spouse employment in a company or in home town forced the job seekers to undertake employment in a particular company. Kids' education and matching qualification with the job have big impact on the decisions as to join in a company. The specialized experience altering or skipping the joining decisions in many occasions, it is agreed by 27 respondents. The ratio is high in software sector, 9 among the 27 respondents belongs to this category. At par knowledge and skill fetches a high influence in the aviation sector, 12 out of 25 respondents joining by considering the same reason. There is a trend evident from the above table, scope for further study; to strengthen private business and fear to change to new company are the most considered personal factors while seeking employment in a company.

6. TESTING OF HYPOTHESIS

Kendall's coefficient of concordance is followed to test the validity of the data collected and analyzed. Kendall's coefficient of concordance, represented by the symbol W , is an important non-parametric measure of relationship between many factors. It is used for determining the degree of association among several (k) sets of ranking of N object or factors. When the ranking or N objects or factors exceed two set, we generally work out Kendall's coefficient instead of Spearman's

coefficient correlation. Kendall's method is considered an appropriate measure of studying the degree of association among three or more sets of rankings. This descriptive measure of the agreement has special applications in providing a standard method of ordering objects according to consensus when we do not have an objective order of the objects. The procedure for computing and interpreting Kendall's coefficient concordance (W) is as follows:

- All the object, N , should be ranked by all k sectors in the usual fashion and this information may be put in the form of a k by N matrix;
- For each factors determine the sum of ranks (R_j) assigned by all the k sectors.
- Determine \bar{R}_j and then obtain the value of s as follows: $s = \sum (R_j - \bar{R}_j)^2$
- Work out the value of W using the following formula:

$$W = \frac{S}{1/12k^2 (N^3 - N)}$$

- If N is 7 or smaller Kendall's table adopted, if N exceeds 7, then χ^2 value to be worked out as: $\chi^2 = k(N-1).W$ with degrees of freedom = $(N - 1)$ for judging W 's significance at a given level in the usual way of using χ^2 values.

Where

$$s = \sum (R_j - \bar{R}_j)^2 \text{ [It is the sum total of } (R_j - \bar{R}_j)^2 \text{]}$$

k = no. of sets of ranking (different sectors)

N = number of objects or factors (10 factors listed in table 1 to 3)

$1/12k^2 (N^3 - N)$ = maximum possible sum of the squared deviations i.e. the sum s which would occur with perfect agreement among k rankings.

6.1. JOINING DECISIONS - FAVORABLE FIRM SPECIFIC FACTORS

Here five sets of rankings used to work out the coefficient of concordance for judging the significant difference in ranking by different sector job seekers. For checking this inference, the null

hypothesis state there is significance difference in ranking by the different sector job seekers as to firm specific factors favoring joining decisions. For testing the worth of hypothesis, sector wise the factors are scheduled as per the respondents' rankings. When tied ranks occur, the average method of assigning ranks be adopted, that is, assign to each factor the average rank which the tied observations occupy. For this study, the factors noted under favorable firm specific factors in Table 1, for easy way to understand, the factors are numbered from 1 to 10 and provided in the following matrix.

TABLE: 4 – ANALYSIS OF FAVORABLE FIRM SPECIFIC FACTORS ON JOINING DECISIONS

K = 5	Facto	N =									
	rs	10	1	2	3	4	5	6	7	8	
Aviatio	1.5	3.5	3.5	6	1.5	5	7	8	9	10	
Bankin	1	2	3.5	5.5	3.5	5.5	7	8	9	10	
Insuran	2.5	2.5	2.5	2.5	6	5	7	8.5	9	8.5	
Mobile	5	2	1	3	7	4	6	9.5	9.5	8	
Softwar	2	2	2	1	5.5	5.5	7	8.5	8.5	10	
Sum of	12	12	12.5	18	23.5	25	34	42.5	45	46.5	ΣR_j
ranks											= 271
(R_j											
2	228.01	228.01	213.16	82.81	12.96	4.41	47.61	237.16	320.41	376.36	s
2											= 1750.9

Source: Primary Data

$$\bar{R}_j = \Sigma R_j / N = 271 / 10 = 27.1$$

$$s = 1750.9$$

S

$$W = \text{-----}$$

$$1/12k^2 (N^3 - N)$$

$$= 1750.9 / 1/12(5^2) (10^3 - 10) = 1750.9 / 25/12(990)$$

$$= 1750.9 / 2062.5$$

$$= 0.8489$$

As N is larger than 7, χ^2 worked out to determine the W's significance at 5% level.

$$\chi^2 = k (N - 1).W \text{ with } N - 1 \text{ degrees of freedom}$$

$$= 5 (10 - 1) (0.8489)$$

$$= 38.2$$

The table value of χ^2 at 5% level for $N - 1 = 10 - 1 = 9$ degrees of freedom is 16.919. Calculated value is 38.2, this is considerably higher than the table value. This does not support the null hypothesis of there is significance difference in ranking by the different sector job seekers as to joining decisions and as such it is inferred that W is significant at 5% level.

6.2. JOINING DECISIONS – UNFAVORABLE FIRM SPECIFIC FACTORS

The same testing procedure employed for unfavorable factors involved in joining decisions of a company. Here, the null hypothesis state there is significance difference in ranking by the different sector job seekers as to firm specific factors affecting joining decisions.

TABLE: 5 – ANALYSIS OF FIRM SPECIFIC FACTORS AFFECTING JOINING DECISIONS

K = 5	Factor	N =										
	s	10	1	2	3	4	5	6	7	8	9	10
Aviation	1	3	2	4	6	6	6	8	9	10		
Banking	1	2	3	4	5	6	7.5	7.5	9	10		
Insurance	1	2	3	4	5	6	7	8.5	0	8.5		
Mobile Providers	2	1	4	4	6.5	6.5	4	8	0	0		
Software	1.5	1.5	3	5	4	6	7	8	9	10		

e											
Sum of ranks (R_j)	7.5	9.5	15	21	26.5	30.5	31.5	40	27	38.5	ΣR_j = 247
(R_j - \bar{R}_j)²	295.84	231.04	94.09	13.69	3.24	33.64	46.24	234.09	5.29	190.44	s = 1147.6

Source: Primary Data

$$\bar{R}_j = \Sigma R_j / N = 247 / 10 = 24.7$$

$$s = 1147.6$$

S

$$W = \frac{s}{1/12k^2(N^3 - N)}$$

$$= 1147.6 / 1/12(5^2)(10^3 - 10) = 1147.6 / 25/12(990) = 1147.6 / 2062.5 = 0.5564$$

As N is larger than 7, χ^2 worked out to determine the W's significance at 5% level.

$$\chi^2 = k(N - 1).W \text{ with } N - 1 \text{ degrees of freedom}$$

$$= 5(10 - 1)(0.5564) = 25.038$$

The table value of χ^2 at 5% level for $N - 1 = 10 - 1 = 9$ degrees of freedom is 16.919. Calculated value is 25.038, this is considerably higher than the table value. This does not hold the null hypothesis of there is significance difference in ranking by the different sector job seekers as to firm specific factors affecting joining decisions and as such it is inferred that W is significant at 5% level.

6.3. PERSONAL FACTORS IN JOINING DECISIONS

Often joining decision is backed by lot of reasons other than the factors discussed in table 1 and table 2. The possible factors drawn separately and opinion from the respondents of all sector obtained. In order to test it worthiness, the null hypothesis states there is significant difference in personal factors of respondents as to joining decisions.

TABLE: 6 – ANALYSIS OF PERSONAL FACTORS INFLUENCING JOINING DECISIONS

K = 5	Factors	N = 10									
	1	2	3	4	5	6	7	8	9	10	
Aviation	2	5.5	3.5	5.5	7.5	7.5	1	3.5	9	10	
Banking	4	2	2	6	6	6	2	8	9.5	9.5	
Insurance	1	3.5	5	3.5	2	6	8	0	8	8	
Mobile Providers	1	4	4	4	2	6	0	7.5	0	7.5	
Software	2.5	1	4.5	4.5	6.5	2.5	6.5	9	9	9	
Sum of ranks (R_j)	10.5	16	19	23.5	24	28	17.5	28	35.5	44	ΣR_j = 202
(R_j - R̄_j)²	94.09	17.64	1.44	10.89	14.44	60.84	7.29	60.84	234.09	566.44	s = 1068

Source: Primary Data

$$R̄_j = \Sigma R_j / N = 202 / 10 = 20.2$$

$$s = 1068$$

S

$$W = \text{-----}$$

$$1/12k^2 (N^3 - N)$$

$$= 1068 / 1/12 (5^2) (10^3 - 10) = 1068 / 25/12(990)$$

$$= 1068 / 2062.5$$

$$= 0.5178$$

As N is larger than 7, χ^2 worked out to determine the W's significance at 5% level.

$$\chi^2 = k (N - 1).W \text{ with } N - 1 \text{ degrees of freedom}$$

$$= 5(10 - 1) (0.5178)$$

$$= 23.301$$

The table value of χ^2 at 5% level for $N - 1 = 10 - 1 = 9$ degrees of freedom is 16.919. Calculated value is 23.301, this is considerably higher than the table value. Clearly this doesn't support the null hypothesis; there is significant difference in personal factors of respondents as to joining decisions and as such it is inferred that W is significant at 5% level.

7. CONCLUSION

Though the information evidence for the joining decisions in a company has robust sensitive plea, it is strengthened by the analysis here by means of varied factors. While examining firm specific factors favorable for joining decisions, the factors taken into account, in order of their importance, high salary package and high career growth opportunities, job security, high employee value, designation adequate fringe benefits, low work pressure and torture and so on. On the other side, unfavorable firm specific factors are low package, lower career growth, unsatisfactory grade, lack of employee value, insufficient fringe benefits etc. In precise, while analyzing all the unfavorable factors, the second five factors are having lesser impact on the joining decisions. The personal factors are not long-lasting but it occupies lot in shaping the ideas to join in a company. Proximity to residence, family members' compulsion, spouse employment, kids' education, matching qualification, and specialized experience are highly influencing the joining decisions. Hence, this study suggests all companies engaged in service sector should consider all the factors while assigning job responsibilities and authorities to all caters of workforces.

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