

THE COMPARISON ANALYSIS OF WORK RELATED ATTITUDE BETWEEN PERMANENT EMPLOYEE'S AND TEMPORARY EMPLOYEE'S IN BANK SULUT

ANALISA PERBANDINGAN PERILAKU KERJA ANTARA PEGAWAI TETAP DAN PEGAWAI KONTRAK DI BANK SULUT

by:

Tri Handayani¹

*Faculty of Economic and Business,
International Business Administration (IBA) Program
University of Sam Ratulangi Manado*

email: ¹thwonggo@gmail.com

Abstract: Human resources is one of the important aspect in the management. Thereover recruitment must be accommodate by management, in order to achieve the company's goal. Employees behavior at work will influence employee's output. Currently, the company is not only recruit a permanent employees but also hire a temporary employee. The objectives of this research to measure if there are significant differences in work attitudes between permanent employees and temporary employee in the Bank Sulut. This research is a comparative study that uses a comparison method. Results of the study shows that there is no significant difference in the work attitude of job satisfaction and organizational commitment between permanent employees and temporary employees. Furthermore, other results show that there are significant differences in work attitudes of employee engagement and organization perceived between permanent employees and temporary employee in Bank Sulut. Bank Sulut management should maintain this current condition, but still need to improve the service, quality of its employees, both permanent employees and temporary employees.

Keywords: permanent employees, temporary employees, attitude to work

Abstrak: Bagi perusahaan sumber daya manusia yaitu karyawan merupakan aspek penting dalam pengelolaan perusahaan terutama untuk mencapai tujuan. Perilaku karyawan saat bekerja ikut mempengaruhi hasil kerja dari setiap karyawan. Saat ini dalam perusahaan tidak hanya ada pegawai tetap tetapi juga ada pegawai kontrak. Tujuan penelitian ini untuk mengetahui apakah ada perbedaan signifikan sikap dalam bekerja antara pegawai tetap dan pegawai kontrak di Bank Sulut. Penelitian ini merupakan penelitian komparatif yang menggunakan metode perbandingan. Hasil penelitian menunjukan bahwa tidak ada perbedaan yang signifikan pada sikap kerja dari variable *job satisfaction* dan *organizational commitment* antara pegawai tetap dan pegawai kontrak. Hasil lain menunjukkan bahwa ada perbedaan sikap dalam bekerja dari variable *employee engagement* dan *perceived organization* antara pegawai tetap dan pegawai kontrak di Bank Sulut. Manajemen Bank Sulut sebaiknya mempertahankan kondisi yang telah baik ini, serta berupaya untuk meningkatkan kualitas pelayanan dari para pegawainya, baik itu pegawai tetap maupun pegawai kontrak.

Kata kunci: karyawan tetap, karyawan kontrak, sikap kerja

INTRODUCTION

Research Background

Currently, the development of the world is quickly and still move forward. The phase of modernization and technological development organization requires institutions to be sensitive and responsive to demand of time. Furthermore, the quality of human resources significantly influence the ability and progress of the organization. In this case, human resource is an important asset which is valuable to success runs the organization. Human resource is the most important thing in achieving the desired goals of the company. To achieve this goal the company requires employees. Moreover, human resource is not only needed the modest, but also the competency to participate for advancing the company. By having qualified human resources, it will be able to support the stability of the movement company.

Bank employees as well as employees in other kind of public service relates to the duty to carry out all work activities in accordance with their respective fields. It is also take part in maintaining the stability of the system in its implementation. In Bank Sulut not only have permanent employee but also a temporary employee to support the activities of the company. Permanent employees work for an employer and are paid directly by that employer. In addition to their wages, they often receive benefits like subsidized health care, paid vacations, holidays, sick time, or contributions to a retirement plan. Temporary employees may be hired to perform work in a range of industries, such as clerical, labor, education, information technology and healthcare. Some temporary jobs may lead to permanent employment where appropriate in which case the temp agency may charge a fee if the worker is hired permanently.

Employee must have attitude or viewpoint about many aspect of their jobs, their careers and their organization. However, from the perspective of research and practice, the most focal employee attitude is job satisfaction. Beside that organizational commitment, employee engagement and perceived organization also is the important thing for the employee.

Research Objectives

There are four main objective in this research are to analyze if there any significant difference or job satisfaction, organizational commitment, employee engagement, and perceived organizational between permanent employee's and temporary employee's in Bank Sulut.

THEORETICAL REVIEW

Theories

Human Resources Management

Dessler (2005:4) stated that human resources management is the policies and practices involved in carrying out the people or human resources aspects of management position, including recruiting, screening, training, rewarding, and appraising. Noe, et al. (2012:5) stated that human resources management is the policies, practices and system that influence employees behaviour, attitudes, and performance. While Mondy, et al. (1993:4) described human resources management is the utilization of human resources to achieve organizational objectives). Human resources management are matters relating to the policies that will affect a person's behavior and attitudes in achieving organizational goals.

Work Attitude

Newstorm and Davis (1993), attitudes are reasonably good predictors of behaviors. Attitudes are evaluative statements either favorable or unfavorable – concerning objects, people, or events. They reflect how one feels about something (Robbins, 2003). An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations (Fishbein and Ajzen, 1974). Work attitude is how the behavior, ethics and feelings while working in an organization that will have an influence on his work.

Job Satisfaction

Locke and Lathan (1976) give a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of ones job or job experience. Hopporck (1935) cites on Aziri (2011), job satisfaction as “any combination of psychological, psychological and environment circumstances that cause a person truthfully to say I am satisfied why my job. Job represents a combination of positive or negative feelings that worker have towards their work”. Job satisfaction can be defined as an emotional satate of mind that reflects an affective reaction to the job and work situation (Dipboye et al., 1994; Farkas & Tetrick, 1989, Lance 1991, Russel & Price, 1988). An employee tends to react negatively towards their job which caused withdrawal of behavior and feeling demotivated towards their work function. The job satisfaction components studied work it self, supervision, workers, promotion and pay.

Organizational Commitment

Robbins (2001) defines an attitude that reflects the feelings of like or dislike of the employee to the organization. O'Reilly (1986) says, commitment of employee to organization as an individual's psychological ties to the organization that includes the involvement of work, loyalty and a sense of trust to the value of the organization. According to Meyer and Allen's (1993) view, commitment as an emotional: affective commitment; continuance commitment, and normative commitment. Organizational commitment is how employees feel the need to build a shared commitment by the company to deliver maximum results and be loyal and believe in the company.

Employee Engagement

Robinson, Perryman and Hayday (2004) stated, a positive attitude held by the employee towards the organization and its value. Work engagement is defined as follows (Schaufeli, Salanova, González-Romá & Bakker, 2001): ‘Engagement is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Employee engagement is the relationship created between staff members and the company, how employees feel involved in the success of his company and raises the spirit and dedication to his work.

Perceived Organizational

Eisenberger (1986), defined to which the organization cares about their well-being and values their contribution. Perceived organization represents an indispensable part of the social exchange relationship between employees and the employer. Rhoades and Eisenberger (2002) perceived organizational support was directly linked with three categories, such as, organizational rewards and favorable job conditions, fairness and supervisor support, in return favorable outcomes are achieved. Perceived organizational is how employees feel be noticed by the company, how the company cares about them and feel the support and sense of security in the work.

Previous Researcher

Rigoti (2009), Employment prospect of temporary and permanent workers: associations with well-being and work related attitude. Saravabanawan, Arumugum (2014), Examining the impact of overqualification on employees job attitude and behaviour: evidence from banking sector in Sri Lanka. Nele De Cuyper & Hans De Witte (2009), Temporary employment: Associations with employees' attitudes, well-being and behaviour.

Conceptual Framework



Hypothesis

There are four main hypotheses those can be drawn and further examined, which are :

- H₁: There is any significant difference between job satisfaction on permanent employee's and temporary employee's in Bank Sulut.
- H₂: There is any significant difference between organizational commitment on permanent employee's and temporary employee's in Bank Sulut.
- H₃: There is any significant difference between employee engagement on permanent employee's and temporary employee's in Bank Sulut.
- H₄: There is any significant difference between perceived organization on permanent employee's and temporary employee's in Bank Sulut

Type of Research

This research is using quantitative method. Quantitative research methods attempt to maximize objectivity, replicability, and generalizability of findings. This research is a comparative type of research where it is designed to analyze the comparison of work related attitude between permanent employee and temporary employee at head office Bank Sulut.

Place and Time of Research

This research is conducted at Head Office of Bank Sulut in a period of two months, from March until April 2015.

Population and Sample

Sekaran and Bougie (2010) defined, population is the entire group of people, events, of things of interest that the researcher wishes to investigate. The population that is mainly observed in this current research are the employee at head office of Bank Sulut there are 304 employee. According to Sekaran and Bougie (2010), sample is a subset of population. The sample of this research is employee at head office of Bank Sulut there are 304 employee, 216 permanent employee and 88 temporary employee. Using a Slovin formula the result as many 172 respondents. The sampling design is Proportionate stratified random sampling. For this case 122 respondents for permanent employee and 50 respondents for temporary employee.

Data Collection Method

There are two types of data that are used to make an appropriate result, which are (1) Primary data is originated by the researcher specifically to address the research problem. The researcher also get a primary data from the result of questionnaires. (2) Secondary data is Secondary data collected from some other purpose than the problem at hand. The secondary data taken from books, journals, and relevant literatures from library and internet.

Operational Definitions and Measurement of Research Problem

Operational definition of research variable :

1. Job Satisfaction: is about the feeling of employee it self to their work. What is done in accordance with what is produced
2. Organizational Commitment: is about how employees and companies work together to achieve the same goal.
3. Employee Engagement: is about how employees are serious about their work and enthusiasm to do all his work and it was done not only for himself but also for companies.
4. Perceived Organizational: is about how the company cares about their well-being as well as how the company from responsibility for their.

Data Analysis Method

Validity Test

The validity test defined as the extent to which differences in observed scale scores reflect true differences in what is being measured, rather than systematic or random error. A scale with perfect validity would contain no measurement error, that is no systematic error and no random error (Malhotra and Peterson, 2006).

Reliability Test

Reliability refers to the extent to which a scale produces consistent results if repeated measurements are made. Thereover, reliability can be defined as the extent to which measures are free from random error (Malhotra and Peterson, 2006).

Independent Sample T-Test

The independent sample t-test evaluates the difference between the means of two independent or unrelated groups. This evaluate wheater the means for two independent groups are significantly different from each other. The independent sample t-test is commonly referred to as a between groups design, and can also be used to analysis a control and experimental group.

RESULT AND DISCUSSION

Result

Normality Assumption

Table 1. Sample Kolmogorov-Smirnov Test

| | Tests of Normality | | | | | |
|---------------------------|---------------------------------|-----|------|--------------|-----|------|
| | Kolmogorov-Smirnov ^a | | | Shapiro-Wilk | | |
| | Statistic | Df | Sig. | Statistic | Df | Sig. |
| Job Satisfaction | ,119 | 172 | ,000 | ,970 | 172 | ,001 |
| Organizational Commitment | ,108 | 172 | ,000 | ,950 | 172 | ,000 |
| Employee Engagement | ,125 | 172 | ,000 | ,965 | 172 | ,000 |
| Perceived Organizational | ,156 | 172 | ,000 | ,895 | 172 | ,000 |

a. Lilliefors Significance Correction

Source : SPSS 22, year 2015

Normality test data are used to determine if a data set is well-modeled by a normal distribution and to compute how likely it is for a random variable underlying the data set to be normally distributed. The use of two independent samples test based on the normality data.

1. If the data are normal ($p > 0.05$), using parametric test Independent t-test.
2. If the data is not normal ($p < 0.05$), then used the non parametric test MannWhitney Test .

The results obtained by the Sig. (p) as follows:

- a. Job Satisfaction : $p = 0.001 < 0.05$
- b. Organizational Commitment : $p = 0.000 < 0.05$
- c. Employee Engagement : $p = 0.000 < 0.05$
- d. Perceived Organizational : $p = 0.000 < 0.05$

Thus all the data the variables tested included in the category of abnormal data, so that the statistical tests using non-parametric test of Mann-Whitney Test.

Table 2. Mann-Whitney Test

| Test Statistics ^a | | | | |
|------------------------------|------------------|---------------------------|---------------------|--------------------------|
| | Job Satisfaction | Organizational Commitment | Employee Engagement | Perceived Organizational |
| Mann-Whitney U | 2771,500 | 2671,000 | 2344,500 | 2465,000 |
| Wilcoxon W | 4046,500 | 10174,000 | 3619,500 | 9968,000 |
| Z | -,946 | -1,289 | -2,403 | -2,007 |
| Asymp. Sig. (2-tailed) | ,344 | ,198 | ,016 | ,045 |

a. Grouping Variable: Employees Status

Source : SPSS 22, year 2015

The result from Mann-Whitney is :

- a. Job Satisfaction : $p = 0,344 > 0,05$ (Ho received)
- b. Organizational Commitment : $p = 0,198 > 0,05$ (Ho received)
- c. Employee Engagement : $p = 0,016 < 0,05$ (Ha received)
- d. Perceived Organizational : $p = 0,045 < 0,05$ (Ha received)

Sig. $p > 0,05$, then the Ho is accepted

Sig. $p < 0,05$, then the H1/Ha is accepted

Table 3. Compare Means based on Employee Status

| Ranks | | | | |
|---------------------------|------------------|-----|-----------|--------------|
| | Employees Status | N | Mean Rank | Sum of Ranks |
| Job Satisfaction | Permanent | 122 | 88,78 | 10831,50 |
| | Temporary | 50 | 80,93 | 4046,50 |
| | Total | 172 | | |
| Organizational Commitment | Permanent | 122 | 83,39 | 10174,00 |
| | Temporary | 50 | 94,08 | 4704,00 |
| | Total | 172 | | |
| Employee Engagement | Permanent | 122 | 92,28 | 11258,50 |
| | Temporary | 50 | 72,39 | 3619,50 |
| | Total | 172 | | |
| Perceived Organizational | Permanent | 122 | 81,70 | 9968,00 |
| | Temporary | 50 | 98,20 | 4910,00 |
| | Total | 172 | | |

Source: SPSS 22, year 2015

Sample are distributed to 172 respondents of temporary and permanent employee of Bank Sulut. For Job Satisfaction, permanent employee has 88,78 and temporary employee 80,93. This means that job satisfaction of permanent employee is bigger than temporary employee based on the mean parametric. For Organizational Commitment, permanent employee has 83,39 and temporary employee 94,08. This means that organizational commitment of temporary employee is bigger than permanent employee based on the mean parametric. For Employee Engagement, permanent employee has 92,28 and temporary employee 72,39. This means that Employee Engagement of permanent employee is bigger than temporary employee based on the mean parametric. For Perceived Organizational, permanent employee has 81,70 and temporary employee 98,20. This means that Perceived Organizational of temporary employee is bigger than permanent employee based on the mean parametric.

Discussion

On the table of rank based on employee status for job satisfaction, permanent employee 88,78 and temporary employee 80,93. That means the job satisfaction of permanent employee is bigger than temporary employee. Because the average permanent employee has worked for longer than a temporary employee. the permanent employees have to feel more satisfaction from various aspects, ranging from career advancement, bonuses and allowances of the employees while not having more time than permanent employees to feel all of that.

On the table of rank based on employee status for organizational commitment, permanent employee 83,39 and temporary employee 94,08. That means the organizational commitment of temporary employee is bigger than permanent employee. while most employees who recently joined the company is still very enthusiastic about their work in this company. This leads to a sense of belonging to the company is still very large, but employees still also still have feelings like this, but still greater than the new employees. High commitment makes the employee care about the fate of the organization and try to make the organization towards better, so with their commitment to the company will give favor to the company. In contrast, individuals with low commitment will be selfish or group. He has no desire to make the organization to be better.

On the table of rank based on employee status for employee engagement, permanent employee 92,28 and temporary employee 72,39. That means the employee engagement of permanent employee is bigger than temporary employee. because employees still have to work a longer time and they have passed more challenges while working to motivate them to continue to work and feel proud of the work they do. other than that they are more happy when spending time with his work. whereas temporary employees have not been too feel this job as their proud because they lack experience. Employees are very attached more committed to helping the company where she worked to achieve success when compared to ordinary employees. Those who have a high attachment also are less likely to recommend improvements to the company and a greater possibility for them to recommend this company as a place to work to the others.

On the table of rank based on employee status for perceived organization, permanent employee 92,28 and temporary employee 72,39. That means the employee engagement of permanent employee is bigger than temporary employee. Because because employees still have the feel and receive support from the company for their work. from the data obtained that permanent employees have felt the support of the company not only to themselves as well as to their families. the support of the company is also evident from the sense of security when working and training to develop themselves.

CONCLUSION AND RECOMMENDATION

Conclusion

This research's findings are concluded as follows :

1. There's no any significant difference or job satisfaction between permanent employee's and temporary employee's in Bank Sulut.
2. There's no any significant difference or organizational commitment between permanent employee's and temporary employee's in Bank Sulut.

3. There's any significant difference or employee engagement between permanent employee's and temporary employee's in Bank Sulut.
4. There's any significant difference or perceived organizational between permanent employee's and temporary employee's in Bank Sulut.

Recommendation

Recommendation that can be concluded from the overall results in this research, which are listed as follow :

1. Bank Sulut management should maintain this current condition, but still need to improve the service, quality of its employees, both permanent employees and temporary employees.
2. For the permanent employee on Bank Sulut it is suggested for work with efficient, diligent and honest, be the loyal employee for the company. Make this company as a place to develop your career and your potential.
3. For the temporary employee on Bank Sulut, be a good employee, give the best performance, so you can be easy for you to changes a status to be a permanent employee after your fulfill the work time. And keep your attitude and behavior inside and outside the office.
4. For future researchers.

This research aimed to analyze the ratio of work-related attitudes between permanent and temporary employees at the Bank Sulut with four variables, further research in order to add the other relevant variables in order to research more fully.

REFFERENCES

- Cuyper, N., and Witte, H. 2009. Temporary Employment: Association with employees attitudes, well-being and behavior. A review of Belgian research. *Psychologica Belgica*, 49-4. <http://dx.doi.org/10.5334/pb-49-4-249>. Accessed on March, 6th 2015, Pp. 249-273.
- Dessler, G., 2005. *Human Resources Management*. 10th ed. Pearson Prentice Hall. USA.
- Dipboye, R.L., Smith, C.S. & Howell, W.C. 1994. *Understanding and Industrial and Integrated Organizational Approach Psychology*. Harcourt Brace College Publishers, Fort Worth.
- Eisenberger, R., Huntington, R., Hutchinson, S., & Sowa, D. 1986. Perceived organizational support. *Journal of Applied Psychology*. Vol 71. http://www.psychology.ih.edu/faculty/Eisenberger/files/22_Perceived_Organizational_Support.pdf. Accessed on March, 26th 2015, Pp.500-507.
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I., & Rhoades, L. 2002. Perceived supervisor support: Contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*. Vol 87. http://www.classweb.uh.edu/eisenberger/wp-content/uploads/sites/21/2015/04/02_Perceived_supervision_suport.pdf Accessed on March, 26th 2015, Pp.565-573.
- Fishbein, M., & Ajzen, I. 1974. *Attitudes towards objects as predictors of single and multiple behavioral criteria*. *Psychological Review*, 81.
- Hoppock, R. 1935. *Job Satisfaction*, Harper and Brothers. New York.
- Locke, E.A. & Lathan, G.P. 1990. *Theory of goal setting and task performance*. EnglewoodCliffs, Prentice-Hall. New Jersey
- Malhotra, Naresh K. and Mark Peterson. 2006. *Basic Marketing Research. Second Edition*. Pearson Education Inc. New Jersey.
- Meyer, J. P. and Allen, N. J. 1993, *Human Resource Management*. A Three Component Conceptualization of Organizational Commitment, Review, 1.
- Mondy, R.W., Noe, R.M., and Premeaux, S.R., 1993. *Human Resource Management*. 5th ed.
- Newstrom, J.W. & Davis, K. 1993. *Organizational behavior: Human behavior at work*. McGraw Hill New York.

- Noe, R.A., Hollenbeck, J.R., Gerhard, B., and Wright, P.M., 2012. *Human Resource Management: Gaining A Competitive Advantage*. Great Britain.
- O'Reilly, C. A., & Chatman, J. 1986. Organizational commitment and psychological attachment: The effect of compliance, identification and internalization on prosocial behaviour. *Journal of Applied Psychology*, 71. http://www.mario.gsia.cmu.edu/micro_2007/readings/Oreilly_Chatman_1986.pdf. Accessed on March, 26th 2015, Pp.492-499
- Rigotti, T., Cuyper, N., Witte, Hans., Korek, S., and Mohr, G. 2009. Employment prospect of temporary and permanent workers: Association with well-being and work related attitudes. *Journal Psychology of everyday activity*. Vol 2. http://allgemeinepsychologie.info/cms/images/stories/allgpsy_journal/Vol%202%20No%201/Rigotti.pdf. Accessed on March, 6th 2015, Pp. 492-499.
- Robbins, S. P. 2001. *Organizational Behavior*. Pearson Education International. New Jersey
- Robbins, S.P. and Coulter, M. 2003. *Management. 7th edition*. Upper saddle River, Prentice Hall. New Jersey.
- Robinson, D., Perryman, S., & Hayday, S. 2004. *The Drivers of Employee Engagement Report 408*. Institute For Employment Studies. United Kingdom.
- Saravabanawan., Arumugam., and Uthayatharshik, J. 2014. Examining the impact of overqualification on employee job attitude and behaviour: evidence from banking sector in Sri Lanka. *Journal of economics*. Vol. II, Issues 5. <http://ijeem.co.uk/wp-content/uploads/2014/05/254.pdf>. Accessed on March, 26th 2015, Pp. 227-236.
- Schaufeli, W.B. and A.B. Bakker: 2001, 'Werk en welbevinden: Naar een positieve benadering in de Arbeids-en Gezondheids psychologie' : *Work and well-being: Towards a positive Occupational Health Psychology*, Gedrag & Organisatie, pp.229–253.
- Sekaran, U., & Bougie, R 2010. *Research Methods for Business : A Skill Building Approach* , 15th edition, Chichester: John Willey & Sons Ltd., United Kingdom