

A Study of Job Satisfaction, Organisational Commitment and its Effect on Work Performance in Contractual Employees - A Case Study of Bihar Vikas Mission, Bihar, India

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Abstract: - Employee attitude are important to management because they determine the behavior of workers in the organization. The common held opinion is that “A satisfied worker is a productive worker”. A satisfied work force will create A pleasant atmosphere within the organization to perform well. Hence job satisfaction has become a major topic for research studies. Nowadays it is a new trend to hire contractual or temporary employees in organization HR strategies of developing countries. The specific problem addressed in this study is to examine the impact of job satisfaction and organisational commitment on performance of contractual employees. It considered which rewards (intrinsic and extrinsic) determine job satisfaction of an employee. It also considered influence of age, sex and experience of employee on level of job satisfaction and organisational commitment. Despite of growing acceptance that temporary employment likely to be a persisting and significant feature of contemporary work, there is no clear ideas about how it expects the satisfaction, well being and performance of employees. A sample of 215 staff of Bihar Vikas Mission were selected using satisfied random sampling Data was collected things the use of questionnaires.

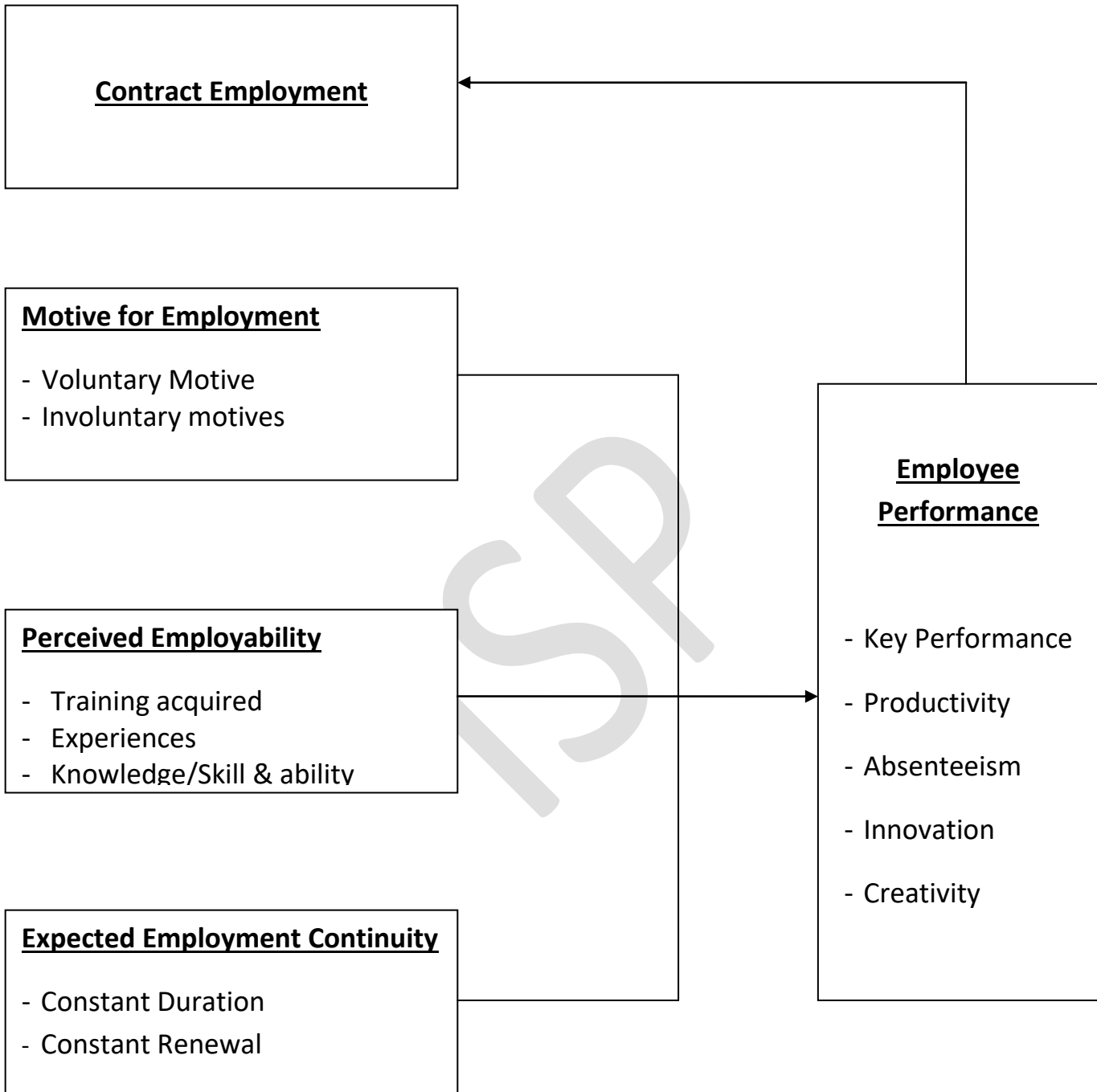
The study found that there was a positive relationship between temporary employment and employer performance. Employer took up temporary employment as an alternative to reach of permanent employment and with the hope of gaining permanent employment in the longer term. This motivated them to work harder to enhance their performance. The study also found that the organization was promoting the employability of the employers by providing handsome salary and enhancing their employability of the employer through contract renewal. The purpose of the study was to examine the job satisfaction and employer performance level of contractual employee at Bihar Vikas Mission (BVM). This gives the contractual employee a sense of job security which enhances their performance and satisfaction level.

In recent days, it has become a new trend to hire contractual or temporary employees in organization HR strategies of developing countries. In literature, different words are used for contract employees such as temporary workers, agency temps, labour hire workers, or temporary help service workers, contingent workers (Veitch & Cooper-Thomas, 2009) etc. A contractual employee is one who works under a specific contract for an employer. A contract employee is hired for a specific job at a specific rate of pay for a specific period of time. Contingent employment refers to job situations in which an individual does not have an explicit or implicit contract for long-term employment or to jobs in which the minimum hours worked can vary in a non-systematic manner (Polivka and Nardone, 1989)

Job satisfaction is an important criterion for the success of an organization. It is closely associated with job turn over and life satisfaction. Employee’s mindsets - their fundamental attitude, is crucial in achieving and maintaining high performance (Thomas, Harburg & Dutra, 2007; Snyder & Burke, 2012). One of the attitudes that could lead to high performance is employee’s commitment towards the organization.

Knowledge of contingent employees on implications for the work organization is sparse and the effects of the use of contingent employment on work settings are not very well documented (Bergström, 2001). Considerable amount of research has examined the organizational commitment and its influence of work performance of permanent employees, little empirical work has investigated the commitment of temporary workers (Van Breugel, VanOlffen & Olie, 2005; Connelly, Gallagher & Gilley, 2007). The purpose of this study is to access and examine the level of Job Satisfaction, orginational commitment and its effect on work performance of contractual employees of Bihar Vikas Mission, Bihar, India.

I. INTRODUCTION



II. BACKGROUND OF THE STUDY

The Government of Bihar has decided to constitute The Bihar Vikas Mission to be registered under the provisions of Societies Registration Act, 1860 to ensure the implementation in mission mode, fixation of priorities, monitoring of achievements against targets of programmes and other

resolutions of seven resolves for developed Bihar within the Programmes of Good Governance 2015-2020, Agriculture Road Map, Human Development Mission, Skill Development Mission, Infrastructure Development and Industrial incentives.

Main Objectives of Missions are as follows :

- a) To ensure implementation of Govt. Programs in mission mode, fixation of priorities, and monitoring of achievement against target of various Govt. Programs and schemes.
- b) To develop institutional arrangements and enter into agreements for availing the experiences and knowledge resource of educational community, private sector and civil society. To involve experts, thinkers, experienced professionals, youth and students for ensuring effective policy framing and compliance. And
- c) To establish effective public dialogue and receive public reaction and response. Document the progress and achievement and ensure their effective dissemination and propagation for public awareness and education.

For achieving the objective of the mission, a District Level Good Governance Program Implementation Committee has been formed in the name of **District Registration and Counseling Centre (DRCC)** at every district of Bihar under the chairmanship of Minister in Charge of District. **This DRCC has appointed several Technical personals and Management experts on contractual basis for implementation, management and monitoring of Various Govt. Programs and schemes.** Districts Magistrate chairs monthly review of the programmes with the officers of concerned departments and thereafter presents the progress in the meeting before the Minister-in-charge-cum-chairman of the District Good Governance Program Implementation Committee.

In this study we are examining the level of Job Satisfaction, organizational commitment and its effect on work performance of contractual employees posted at various **District Registration and Counseling Centre (DRCC)** under the Bihar Vikas Mission, Bihar, India.

III. OBJECTIVES

1. The main objective of the study was to establish the influence of contractual employment on employees performance and organisational commitment at Bihar Vikas Mission.
2. To develop a conceptual model proposing certain facts contributing to the performance of contractual employees.
3. To probe and enhance certain facts that can be used to motivate the performance of contractual employees.
4. Enable individual to develop their abilities, increase their job satisfaction and enhance their full potential for both self and organisational benefit.

IV. RESEARCH GAP

The previous review presented above provides a useful framework for generating broader hypothesis about the work satisfaction and employees performance. However most of the study were conducted in more established and developed organization were strategic approach and stability is different from Bihar Vikas Mission. The study intends to establish the influence of work satisfaction and employer performance in contractual employees at Bihar Vikas Mission. Therefore the present study section to develop a number of proposition towards expanding the framework for understanding the job satisfaction and performance level of contractual employees

V. RESEARCH METHODS

1. *Research Design*- It is a blue print for fulfilling research objective and answering research questionnaire. The study adopted Descriptive Research Design because it concerned with description of the state of affairs as it exist at present.
2. *Sample Size*- 251
3. *Sample Area*- Bihar Vikas Mission, DRCC employees.
4. *Sample Technique*- Stratified Random Samples.
5. *Data Collection Methods*- Primary Data- Questionnaire used Secondary Data Journal Books, Internet
6. *Test Used* - T Test
7. *Data Processing and Analysis*- By both qualitative and quantitative approach. Descriptive Statistics such as mean and percentage were applied in the data analysis. The Data is analysed using SPSS.

VI. DATA ANALYSIS AND INTERPRETATION

Hypothesis testing

H0- There is no significance differences in job satisfaction and employees performance in contract employees.

H1- There is a significance difference in job satisfaction and employees performance in contract employees.

S. No.	Contents	Mean	Std Deviations
1.	Temporary employment in BVM provides an alternative to lack of employment in the job market.	3.1912	0.793
2.	Expectation to gain permanent employment at BVM drives temporary employees to high level of performance.	3.5706	0.59612
3.	Temporary employees provides an opportunity to learn from different job organization.	3.7794	0.68775
4.	Perceived employment continuity makes contractual	3.4706	0.54374

	employees more committed to their work.		
5.	Expected termination of contractual demotivates employer at BVM.	3.8676	0.73107
6.	Temporary employees satisfied with the interpersonal relation cooperation in the organization.	3.4559	0.78100
7.	Temporary employer faces that contract employee is a stepping stone to a permanent organization.	3.7794	0.76968
8.	Absenteeism and turnover reduced in contractual job.	3.7553	0.93453

Mean of between 3.1912 - 3.8676 and standard deviation between 0.54374 - 0.93453 were required. It was clear from the research that employees at BVM were fully satisfied with the working condition and motivation level at the organization. After applying T Test . It is found that non hypothesis is accepted at 5 percent level of significance. Therefore H₀ i.e. Null Hypothesis is accepted and H₁ i.e. alternative hypothesis is rejected.

VII. CONCLUSION

This research received the conceptual framework and it desired the independent variables which includes modifier for temporary employment, perceived employability and expected employment continuity. The dependent variable was identified as employee performance which looks like a issue. Like productivity indication, innovation, creativity and absentism. The objective of the study was to investigate the influence of temporary employment on employee performance at Bihar Vikas Mission. The study findings indicate that there is a positive influence on employee performance. The employee know that there is a few permanent job appointment and that the temporary job at the company serves as a good substitute to unemployment. This motives make them to work hard and perform better at work with the hope that they will be get permanent in the same job. Employment continuity has a positive relationship with the performance of the employees. This proves a sense of job security among the employees.

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QUESTIONNAIRE FOR BVM

1. Position of the Respondent
2. Gender
3. Education Level
4. No. of year worked in BVM

S.NO	Contents	SD 1	D 2	N 3	A 4	SA 5
1.	Temporary employment in BVM provides an alternative to lack of employment in the job market					
2.	Expectation to gain permanent employment at BVM drives temporary employees to high level of performance.					
3.	Temporary employees provides an opportunity to learn from different job organization.					
4.	Perceived employment continuity makes contractual employees more committed to their work.					
S.NO	Contents	SD 1	D 2	N 3	A 4	SA 5
5.	Expected termination of contractual demotivates employer at BVM					
6.	Temporary employees satisfied with the interpersonal relation cooperation in the organization					
7.	Temporary employer faces that contract employee is a stepping stone to a permanent organization.					
8.	Absenteeism and turnover reduced in contractual job.					

The statement presented about described were :

- 1= strongly disagree (SD)
- 2 = Disagree (D)
- 3= Neutral (N)
- 4= Agree (A)
- 5= Strongly Agree (SA)