

An Analytical Study of Attitude of Workers in Scientific & Electronic Instruments Manufacturing Industry at Ambala Over Role of Recommendations in Recruitment-Selection Process in Their Organizations

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ABSTRACT

It is an apparent fact that if people have to remain alive in a community, they must do hard work. However, the work aestheticism varies from nation to nation and even organization to organization. No matter, whatever the organization is; workers have their own supposition regarding remuneration, security of job, and recognition in their work and so on. Perception towards Recruitment, Selection and Placement is one of the most important variables. Fulfillment of these expectations in a favorable manner, create a positive attitude among workers regarding their job and organization including supervisors and vice-versa. Positive attitude of workers has a direct impact on productivity, their engagement in work, superior-subordinate relationship, goodwill of organization and various other factors. This paper provides a vision over the attitude of workers working in scientific industrial units of Ambala regarding recruitment and selection approach of their working organization.

INTRODUCTION

Attitude can be defined as follows:

“A predisposition or a tendency to respond positively or negatively towards a certain idea, object, person, or situation, which can be either positive or negative and even both.”

The attitude of workers on a workplace has a huge impact over working of an organization, both directly and indirectly. There are various factors responsible for building a favorable and unfavorable attitude on the part of workers for organization; some of them are:

- Recruitment and selection process
- Remuneration and pay scales
- Training and development procedures
- Work environment
- Prospects for growth and promotion
- Superiors outlook towards subordinates
- Job security
- Various other factors.

Loyalty among workers for their job and organization largely depends upon their positive attitude regarding above mentioned factors. Since attitude is a personal and hard to measure phenomenon; which directly affects organizational behavior and in turn organizational working, therefore it is the utmost responsibility of an employer to create appropriate situation by providing appropriate information time to time in order to build positive attitude among workers for each and every aspect of organization.

ROLE OF RECOMMENDATIONS/REFERENCES IN RECRUITMENT-SELECTION PROCESS

Recommendations should be solicited routinely to involve it in the selection process, together with an interview and other forms of selection appraisal. Recommendations should never be used as the exclusive factor upon which a recruitment and selection decision should be based as these references provide only a constrained outlook of a person's abilities and performance. Therefore additional tests are required to establish a fuller picture of candidate.

But one thing must be kept in mind that, information obtained about the candidates via an informal means such as recommendations or references may be partial, incomplete, incorrect and unprofessional. It can also increase considerably the risk of unfair discrimination with in the selection process.

Therefore it is advised to use recommendations only after when it is received in a formal manner with in the selection-decision making process and after making a detailed analysis of it. So that the probability of receiving a legal challenge and also potentiality of missing out on the best person for the post could be reduced.

OBJECTIVE OF STUDY

The main objective of this study is to know the attitude of workers working in scientific instruments manufacturing units of Ambala regarding significance of recommendations and references in the recruitment and selection process. In other words to know their perception over getting employment only on the basis of their ability, without any recommendation or approach.

HISTORY OF AMBALA

Ambala (the district) was founded in 14th century by "Amba" Rajput. According to a famous notation, "Ambala" got its name over the name of "Amba Temple" situated in it. Another version is that, "Ambala" took its name from "Amba Wala"; meaning the mango village,

existed in its immediate neighborhood. Ambala is also known as "Twin City"; divided into 2 sub areas; first is Ambala Cantonment (Ambala Cantt) and second is Ambala City. It has a large Indian Army and Indian Air Force within its cantonment area. Being located in North East of Haryana on National Highway one i.e NH1, it became an entry gate to commuters of other states.

Since the establishment of cantonment in Ambala, the district is on the verge of progress. As a result, so many small scale industrial units got established here. At present, Ambala is known as city of manufacturing surgical and scientific instruments. Ambala contributes approximately forty percent in scientific instruments industry of India. Ambala is identified as Scientific Instruments Cluster. Turnover of cluster is Rs 600 crores (approx.) and value of export is Rs 150 crores. Average investment in plant and machinery is Rs 15 lacs and employment in this cluster is 11000 persons. Basically, this is a cluster of micro and small industrial units.

Therefore, in every nook and corner, markets and nearby villages; small scale scientific instruments manufacturing industrial units have been established. At present there are more than 900 such units in Ambala.

There are so many scientific and electronic instruments manufactured in Ambala, following are some of the important among them:

- Altimeter
- Ammeter
- Audio meter
- Electroscope
- Calorimeter
- Clinical thermometer
- Hydro meter
- Lacto meter
- Mono meter
- Micro meter
- Compass

- Micro scope
- Periscope
- Photo meter
- Radio micrometer
- Resistance thermometer
- Transistor
- Stereo scope
- Kymograph
- Volt meter
- Spectrograph
- Telescope and so on.

RESEARCH METHODOLOGY

The present study is confined to know the opinion of workers working in scientific instruments manufacturing industrial units of Ambala; regarding the appointment of workers in such units without any recommendation and only on the basis of ability.

This study is based on the primary data, which was collected from workers appointed in scientific and electronic industrial units at different places located at different places e.g. Industrial Estate, Nai Colony, Rampur, Sarsehri, Babyal, Mahesh Nagar, Jagadhri Road, Science

Market, Motor Market, Kacha Bazar, Regiment Bazar, Topkhana, Tundla, Dhoolkot, Model Town etc. in Ambala.

The sample size was of 210 workers and convenience sampling method was used for data collection. Frequency table is used to analyze data and net result is obtained by computing percentage of calculated frequencies. In order to get the required information; a well-designed schedule of different questions was prepared and answers were obtained from workers by direct personal interview and filled by researchers as enumerators themselves.

DATA ANALYSIS AND INTERPRETATION

In the following table, to obtain answers workers are divided into different categories and their response over positive, negative and neutral aspects have received against each and every option. After that the answers obtained were converted into frequencies and their percentages calculated, on the basis of which data was analyzed and interpreted. The whole data can be represented as follows:

Attitude of Workers towards Recruitment and Selection without Recommendation

S.N	PARTICULARS	POSITIVE		NEGATIVE		NEUTRAL	
		No.	%	No.	%	No.	%
1.	On the basis of marital status:						
	a.) Married workers	57	44.9	68	53.5	2	1.6
	b.) Unmarried workers	44	53.0	37	44.6	2	2.4
2.	On the basis of gender:						
	a.) Male workers	94	48.5	97	50.0	3	1.5
	b.) Female workers	7	43.7	8	50.0	1	6.3
3.	On the basis of education level:						
	a.) Illiterate	7	43.8	9	56.3	-	-

	workers						
	b.) Workers educated up to 4 th standard	6	46.2	7	53.8	-	-
	c.) Workers educated up to 5 th standard	26	53.1	22	44.9	1	2
	d.) Workers educated up to 8 th standard	36	57.1	26	41.3	1	1.6
	e.) Workers educated up to 10 th standard	17	34.7	32	65.3	-	-
	f.) Workers educated up to 12 th standard/ diploma holders	7	41.2	9	52.9	1	5.9
	g.) Graduated workers	2	66.7	-	-	1	33.3
4.	On the basis of training:						
	a.) Formally trained workers	7	41.2	8	47.1	2	11.7
	b.) Trainee						
	c.) Workers getting informal training on the job	11 79	36.7 60.0	19 49	63.3 37.7	- 2	- 1.5
	d.) Untrained workers	4	12.1	29	87.9	-	-
5.	On the basis of domicile:						
	a.) Local workers	62	50.0	59	47.6	3	2.4
	b.) Daily passengers	26	42.6	34	55.7	1	1.6
	c.) Migrant	13	52.0	12	48.0	-	-
6.	On the basis of religion:						
	a.) Hindu workers	96	47.5	102	50.5	4	2
	b.) Non-Hindu workers	5	62.5	3	37.5	-	-

7.	On the basis of nature of employment:						
	a.) Permanent workers	32	51.6	28	45.8	2	3.2
	b.) Temporary workers	58	49.2	58	49.2	2	1.6
	c.) Apprentice	11	36.7	19	63.3	-	-
8.	On the basis of skills:						
	a.) Skilled workers	76	64.4	38	32.2	4	3.4
	b.) Semi-skilled workers	17	28.8	42	71.2	-	-
	c.) Unskilled workers	8	24.2	25	75.8	-	-
9.	On the basis of marketing area:						
	a.) Workers appointed in export oriented units	41	57.7	29	40.8	1	1.4
	b.) Workers appointed in indigenous units	60	43.2	76	54.7	3	2.1
10.	On the basis of ownership:						
	a.) Workers appointed in sole proprietorship	57	47.9	61	51.3	1	0.8
	b.) Workers appointed in partnership	28	46.4	31	51.7	1	1.7
	c.) Workers appointed in joint stock company	16	51.6	14	45.2	1	3.2
11.	On the basis of age:						
	a.) Workers between 17 years to 30 years	59	48.4	61	50.0	2	1.6
	b.) Workers between 31 years to 45	25	42.4	32	54.2	2	3.4

	years						
c.)	Workers between 46 years to 60 years	15	60.0	10	40.0	-	-
d.)	Workers having 61 years or more.	2	50.0	2	50.0	-	-

EXPLANATION

The above table can be described as follows for interpretation:

On the basis of marital status: the most positive responses are obtained from unmarried workers i.e. 53%, whereas the most negative responses are obtained from married workers i.e. 53.5%, while equal number of married and unmarried workers give neutral responses i.e. 1.6% and 2.4% respectively.

On the basis of gender: the most positive responses are obtained from male worker i.e. 48.5%, whereas both male and female workers have equal negative views i.e. 50%. While only 1.5% of male workers and 6.3% of female workers have neutral views on it.

On the basis of education level: the most positive responses are obtained from graduated workers i.e. 66.7%, whereas the most negative responses are obtained from the workers educated up to 10th standard i.e. 65.3%. While the neutral responses obtained from 5th standard pass workers are 2%, 8th standard pass workers are 1.6%, 12th standard pass /diploma holder workers are 5.9%, graduated workers 33.3% respectively.

On the basis of training: the most positive responses are obtained from the workers getting informal training on the job i.e. 60%. Whereas the most negative response are obtained from untrained workers i.e. 87.9%. While neutral response obtained are 11.7% and 1.5% from

formally trained workers and workers getting informal training on the job respectively.

On the basis of domicile: the most positive responses obtained from migrant workers are 52%. Whereas the most negative responses obtained from daily passengers are 55.7%. While only 2.4% of local workers and 1.6% of daily passengers gave neutral opinion.

On the basis of religion: the most positive responses are obtained from non-Hindu workers i.e. 62.5%, whereas the most negative responses are obtained from Hindu workers i.e. 50.5%. While only 2% of Hindu workers gave neutral opinion.

On the basis of nature of employment: the most positive responses are obtained from permanent workers i.e. 51.6%, the most negative responses are obtained from apprentice i.e. 63.3%, whereas temporary workers have mixed opinion on this issue i.e. 49.2% each on both positive and negative aspect. While only 3.2%, 1.6% of neutral responses are obtained from permanent and temporary workers respectively.

On the basis of skills: the most positive responses are obtained from skilled workers i.e. 64.4% and the most negative responses are obtained from unskilled workers i.e. 75.8%. While only 3.4% of skilled workers have neutral opinion.

On the basis of marketing area: the most positive response are obtained from workers appointed in export oriented units i.e. 57.7% and the most

negative responses are obtained from workers appointed in indigenous units i.e. 54.7%. While the neutral responses obtained from export oriented units and indigenous units are 1.4% and 2.1% respectively.

On the basis of nature of ownership: the most positive responses are obtained from workers appointed in joint stock companies i.e. 51.6%, whereas the most negative responses are obtained from the workers appointed in partnership i.e. 51.7%. While the neutral responses obtained are 0.8%, 1.7% and 3.2% from workers appointed in sole proprietorship, partnership and joint stock companies respectively.

On the basis of age: the most positive responses are obtained from workers having age between 46-60 years i.e. 60% and the most negative responses are obtained from workers having age between 31-45 years i.e. 54.2%. Whereas the neutral responses obtained are 1.6% and 4.5% respectively from the workers having age between 17-30 years and 31-45 years respectively.

FINDINGS AND INTERPRETATION

The comparative analysis of the above table clearly shows that unmarried workers, male workers, graduated workers, workers getting informal training on the job, migrant workers, non-Hindu workers, permanent workers, skilled workers, workers appointed in export oriented units and joint stock companies, workers having age group between 46-60 years; keep positive attitude regarding appointment without recommendations. In other words, they all believe that appointment in scientific and electronic instruments manufacturing industrial units in Ambala, based on ability of workers.

Whereas married workers, workers educated up to 10th standard, trainee workers, daily passengers, Hindu workers, apprentice, unskilled

workers, workers appointed in indigenous units, workers appointed in partnership firms and workers having age between 31-45 years keep negative attitude regarding appointment without recommendation.

In other words they all believe that appointment, in scientific instruments manufacturing industrial units in Ambala, is based on recommendations.

CONCLUSION

The findings depict that attitude is a core element in building industrial-organization psychology. Such attitudes reflect employees' relatively stable evaluative dispositions toward referents such as the organization, their supervisor, or the job; these evaluations vary in intensity and favorability and tend to guide an employee's responses to these targets. There are multiple job attitudes, as opposed to just one, because although all entail an evaluation of aspects of the organizational context, specific job attitudes vary both with regard to the target of evaluation (e.g., the job or the organization) and with regard to what dimensions are believed to be important in the "favorability" assessment.

Therefore it becomes very necessary on the part of organization to provide right and specific job environment to their employees/workers so that favorable attitudes can be built on the part of workers/employees which in turn will enhance their performance and will also be a means of increasing productivity which will further ensure the achievement of the overall goal and objectives of the organization.

LIMITATIONS AND AREAS FOR FURTHER RESEARCH

Although comprehensive research has been made in this study, there will always remain room for further studies with large sample sizes.

The present study was only confined to workers appointed in scientific instruments manufacturing industrial units located only in



Ambala and nearby areas, consisting sample size of 210 workers only; which is not a very large sample in the context of the broader subject of attitude of workers toward organization's recruitment and selection policy.

Time and resource constraint was also another main limitation. If more time was allotted to this study, the sample size would be relatively large. Apart from this, the study was also limited to a specific region i.e. Ambala, which can further be extended to include other regions of faraway areas.

It would be interesting to perform a comparative study of attitude of workers toward recruitment and selection policies of organizations of

different industrial units of different regions. With large sample sizes, better qualitative results can be obtained from the future studies.

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