



# Introspection into Priorities before Changing the Job: A Survey

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## Abstract

The present paper is an attempt to understand the various priorities that should be taken in to consideration before making any decision for new assignment by the employees. Money should not be the only deciding factor for a change in the job. There are various other areas which plays vital role in this direction. As this is a contemporary topic, which has its reflection on many of us and the need for better understanding into the priorities is felt by the researchers. In this direction 180 people were approached in and around Odisha, however finally 129 people responded. The data was collected from educational institutions and other private sector units. The composition of respondents are includes 63 female and rests are male respondents. It is found that majority felt that stability in a job, job security; family security, growth, children's' education etc. are more important than the financial benefits from new job. However the priorities are differ from person to person. The new entrants do not have much alternative than financial benefit however but for the middle and senior level people priority is more defined than the newer ones. This may be due to of getting opportunity by new employees and because of expertise knowledge by the middle and senior level employees in their own field. For the purpose of confidentiality we are not mentioning the names of the organizations.

**Keywords:** Male, Female, Perception, Changing Job & Employer

## Overview

One aspect of job change decision making that has not been systematically and comprehensively attended to is the risk involved in deciding to change one's job. Changing job, decisions are inherently risky in that they involve significant consequences coupled with

uncertainty regarding probabilities and outcomes. In fact, behavioral measures of individual propensity to take risks sometimes include job change as an indicator of willingness to engage in risky behavior. The most obvious case is deciding to quit a current job without a concrete alternative job or role in hand. This decision involves risk and uncertainty about number of factors including the likelihood of finding another role, the relative desirability of alternatives, and the time frame for obtaining an acceptable better alternative. Even if changing the job for specific alternative, there is risk and uncertainty involved. A new job, for example, may have some known attributes, such as pay and benefits, but will also consist of numerous uncertain aspects, such as relationship with supervisor and co-workers, evolving job responsibilities and advancement, and the day-to-day work environment. Even more uncertainties would accompany a new job involving geographic relocation. Changing job for non-work alternatives, such as to become a student or to assume greater child rearing duties, would also involve uncertainty, for example, whether the new role will be as satisfying or fulfilling as expected. What makes a decision more or less risky? Researchers on risky decision making have focused on the possibilities of loss and gain and the variance of probability distribution of outcomes (High house & Yuce, 1996; Singh, 1986)

Sitkin and Pablo (1992) characterized risk in decision as the extent to which there is uncertainty about whether potentially significant or disappointing outcomes of decisions will be reached, and the of the definition. The first is outcome of uncertainty. Decisions are riskier to the extent there is variability in potential outcomes, uncertainty about expectancies of potential outcomes, and uncontrollability of outcome attainment. The second element of risky decisions concerns the expectations associated with outcomes. Decision making risk is relevant for both potentially positive and negative expected outcomes, since both involve uncertainty. However there is evidence that there are fundamental differences in how decision makers approach positive versus negative expected outcomes (Bazerman, 1998; Khaneman & Tversky, 1979). Changing job decisions involve both potentially positive expected outcomes e.g new experience, better pay and potentially negative expected outcomes e.g loss of valued relationships at work, loss of benefits associated with security etc.

The third element is the significance of potential outcomes, which must be perceived as of sufficient magnitude to influence decision making. Changing job decisions would certainly seem to involve sufficiently significant outcomes. Outcomes such as job satisfaction, life satisfaction, financial situation, and family situations are all potentially influenced by the changing job decisions. Thus job changing decisions generally contain all the elements of a risky decision.

In this paper we are trying to find out all those employees, who deserve the growth and been denied his/her legitimate right for growth in the organization due to some undefined reasons. This leads to de-motivation of the employee and he/she thinks to quit the present job and look for new job. Here we are ignoring all those employees whose tendency and mind set is to change the job regularly without any career planning. These categories of people change their job for the sake of change only. In some cases it is also found during the study, that people change their job for mere increase in package/ compensation. Here we should remember that monetary compensation should not be single agenda for changing the job. At the end of the day mental peace is more valuable. New job may help us to increase the purchasing power and empower us financially, but there are certain other dark areas which will over power the financial freedom of the employee. Areas like interpersonal relations in the new organization, job profile, family security, cost of living in the new place,

medical facility, free from violence in the area etc. should be core priorities before joining the new assignment. Of course the priorities are different from employee to employee. Through this study the researchers have tried to find out the priorities which the employee usually takes in to account at the time of changing the present job and before joining in to the new job. In this paper the researchers are only trying to identify the priority areas before joining the new job and not the factors which contribute for employee turnover.

### Objective of the Study

- ✓ To understand the perception for expectations of various employees towards new assignment.
- ✓ Give suggestions to overcome the issues related to new assignment.

### Limitations of the Study

- ✓ The period is limited to 3 months i.e August 2013 to October 2013.
- ✓ The number of respondents limited to 129, this may not reflect the real picture
- ✓ The study is limited to educational and private sector units of Odisha only.

### Sampling Plan

In support to the objective of the research, there is a primary research through questionnaire administration method in the field through stratified random sampling method and to analyze the data.

Category	Questions served	Response received	Percentage of response
<b><u>Educational institutions</u></b>			
<i>Academics:</i>			
Male	30	22	17.05
Female	30	19	14.73
<i>Non-academics:</i>			
Male	30	23	17.83
Female	30	24	18.60
<b><u>Private sector units;</u></b>			
Male	30	21	16.28
Female	30	20	15.51
Total	180	129	100

### ***Respondents' perception with regard to Invisible Side of New Assignment / Hypotheses***

To measure the perception level of the participants with regard to invisible side of new assignment the various variables identified are compensation, working hour, distance from work place, job security, , job profile, Importance in the hierarchy of the organization, cost of living in the new place, violence free, non-monetary benefits, scope for taking own decision in the work place, scope for learning, leaves, family security and obligations, scope for growth, regularity in getting salary, children education, stability in organization, accommodation facilities, scope for change if needed, working environment and culture, loan facility by the employer, communication facility and medical facility in the nearby area and other basic facilities etc. In this regard we have taken five point scale and assigned as +3,+2,+1,0 and -1

for the responses of the respondents “ Completely agree”, “ Agree”, “ Neutral, “ Disagree” and “ Completely disagree” respectively. Final scores for each feature is calculated by multiplying the number of response by the weights of the corresponding response.

#### **Calculation of respondents' perception: Ideal and Least scores**

Ideal scores are calculated by multiplying the number of respondents in each category with (+3) and product with total number of attributes. Least scores calculated by multiplying the number of respondents in each category with (-1) and the product with number of attributes in the questionnaires.

#### **Ideal and least score of respondents**

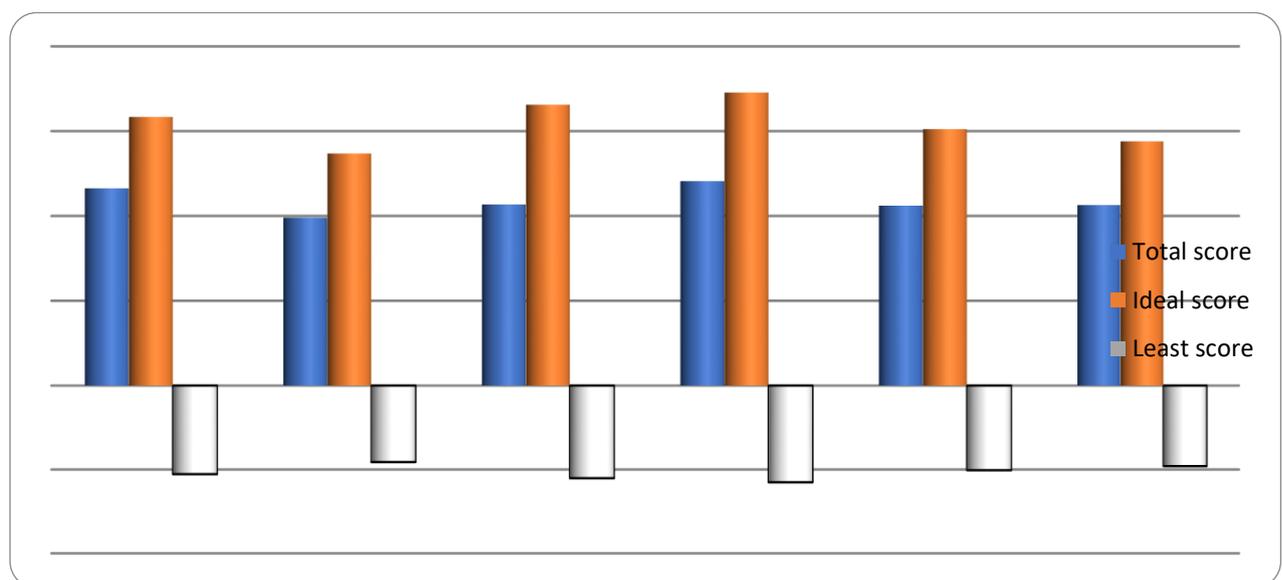
Category	Equation	Ideal score	Equation	Least score
<b>Male from academic</b>	<b>22X24X3</b>	<b>1584</b>	<b>22X24X-1</b>	<b>-528</b>
<b>Female from academics</b>	<b>19X24X3</b>	<b>1368</b>	<b>19X24X-1</b>	<b>-456</b>
<b>Male from non-academics</b>	<b>23X24X3</b>	<b>1656</b>	<b>23X24X-1</b>	<b>-552</b>
<b>Female from non-academics</b>	<b>24X24X3</b>	<b>1728</b>	<b>24X24X-1</b>	<b>-576</b>
<b>Male from private sector units</b>	<b>21X24X3</b>	<b>1512</b>	<b>21X24X-1</b>	<b>-504</b>
<b>Female from private sector units</b>	<b>20X24X3</b>	<b>1440</b>	<b>20X24X-1</b>	<b>-480</b>

#### **Analysis of Data**

Various Attributes	Aggregate Score					
	MA	FA	MNA	FNA	MPSU	FPSU
Stability/ goodwill of the organization	48	44	42	45	54	48
Working environment and culture	43	44	44	49	52	46
Job security	57	51	54	57	47	51
Job profile	56	47	48	50	45	45
Importance in the hierarchy of the organization	50	39	44	57	43	46
Cost of living in the new area	58	49	49	60	50	50
Violence free zone	56	45	41	49	43	50
Family security	58	44	43	51	39	47
Education facility for children in the area	52	37	47	49	44	42
Scope for growth	44	36	46	43	31	41
Regularity in getting salary	42	43	38	56	36	43
Adequate compensation	53	38	49	51	45	42

Working hour	51	40	44	51	44	41
Non-monetary /fringe benefits	46	41	43	53	40	45
Distance of work place from the residence	51	37	42	51	46	44
Freedom for taking decision as and when required related to work	45	39	38	51	37	37
Scope for learning	46	36	44	53	49	46
Adequate leaves (including sabbaticals )	45	34	44	52	50	39
Accommodation facilities	47	31	47	44	41	49
Loan facility by the employer	39	38	45	47	41	43
Communication /connectivity facility	44	47	46	44	47	40
Accessibility to medical facility	42	41	40	45	43	41
Other basic facilities	49	44	42	48	50	46
Scope for change if situation compels	41	45	48	49	44	42
<b>Total score/ Actual score</b>	<b>1163</b>	<b>990</b>	<b>1068</b>	<b>1205</b>	<b>1061</b>	<b>1064</b>
<b>Ideal score</b>	<b>1584</b>	<b>1368</b>	<b>1656</b>	<b>1728</b>	<b>1512</b>	<b>1440</b>
<b>Least score</b>	<b>-528</b>	<b>-456</b>	<b>-552</b>	<b>-576</b>	<b>-504</b>	<b>-480</b>
<b>No. of respondents</b>	<b>22</b>	<b>19</b>	<b>23</b>	<b>24</b>	<b>21</b>	<b>20</b>

Source: Annexure A, B, C ,D,E & F



### Concluding Remarks

The ideal score for the perceptions of male in academics, female in academics, male in non-academics, female in non-academics, male in private sector units and female in private sectors units are 1584, 1368, 1656, 1728, 1512 and 1440 respectively. The same for the total score or actual score are 1163,990,1068,1205,1061 and 1064 only. This shows that 73.42% score for various variables by the male in academics, 72.40% score for the female in the academics, 64.50% for the category male in non-academics, 69.73% score for the female in the non-academics, 70.17% for the category of male in private sector units and 73.89% are for the rest category. This shows that majority are choosy before changing the job. However, it should be remembered that higher pay may empower the financial condition, but other invisible factors should be taken into consideration and they are also important before changing the job.

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<b>Annexure –A (22)</b>						
<b>Attributes</b>	<b>Perception of Male in Academics (MA)</b>					
	<b>Completel y agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Completel y disagree</b>	<b>Score</b>
	<b>+3</b>	<b>+2</b>	<b>+1</b>	<b>0</b>	<b>-1</b>	
Stability/ goodwill of the organization	14	3	2	1	2	48
Working environment and culture	13	2	2	3	2	43
Job security	17	2	2	1	0	57
Job profile	16	3	2	1	0	56
Importance in the hierarchy of the organization	15	2	2	2	1	50
Cost of living in the new area	18	2	0	2	0	58
Violence free zone	17	2	1	2	0	56
Family security	16	4	2	0	0	58
Education facility for children in the area	15	3	2	1	1	52

Scope for growth	13	2	2	4	1	44
Regularity in getting salary	12	3	2	3	2	42
Adequate compensation	16	2	2	1	1	53
Working hour	15	3	2	0	2	51
Non-monetary /fringe benefits	14	2	2	2	2	46
Distance of work place from the residence	15	2	3	1	1	51
Freedom for taking decision as and when required related to work	12	4	2	3	1	45
Scope for learning	13	3	2	3	1	46
Adequate leaves (including sabbaticals )	12	4	2	3	1	45
Accommodation facilities	14	3	2	0	3	47
Loan facility by the employer	12	4	3	1	2	39
Communication /connectivity facility	13	2	3	2	2	44
Accessibility to medical facility	12	3	2	3	2	42
Other basic facilities	14	2	4	1	1	49
Scope for change if situation compels	11	3	4	2	2	41

**Source:** Compiled from field survey

<b>Annexure –B (19)</b>						
<b>Attributes</b>	<b>Perception of Female in Academics (FA)</b>					
	<b>Completel y agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Completel y disagree</b>	<b>Score</b>
	<b>+3</b>	<b>+2</b>	<b>+1</b>	<b>0</b>	<b>-1</b>	
Stability/ goodwill of the organization	14	2	0	1	2	44
Working environment and culture	13	2	2	1	1	44
Job security	15	2	2	0	0	51
Job profile	14	3	0	1	1	47
Importance in the hierarchy of the organization	12	2	1	2	2	39

Cost of living in the new area	14	2	3	0	0	49
Violence free zone	13	2	2	2	0	45
Family security	12	4	1	1	1	44
Education facility for children in the area	11	2	2	2	2	37
Scope for growth	10	3	2	2	2	36
Regularity in getting salary	11	4	2	2	0	43
Adequate compensation	12	2	0	3	2	38
Working hour	13	1	1	2	2	40
Non-monetary /fringe benefits	12	2	2	2	1	41
Distance of work place from the residence	12	0	3	2	2	37
Freedom for taking decision as and when required related to work	11	2	3	2	1	39
Scope for learning	10	3	2	2	2	36
Adequate leaves (including sabbaticals )	9	2	4	3	1	34
Accommodation facilities	10	1	2	3	3	31
Loan facility by the employer	11	2	2	3	1	38
Communication /connectivity facility	14	2	1	2	0	47
Accessibility to medical facility	12	2	2	2	1	41
Other basic facilities	13	2	2	1	1	44
Scope for change if situation compels	12	4	1	2	0	45

Source: Compiled from field survey

<b>Annexure –C (23)</b>						
<b>Attributes</b>	<b>Perception of Male in Non-Academics (MNA)</b>					
	<b>Completel y agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Completel y disagree</b>	<b>Score</b>
	<b>+3</b>	<b>+2</b>	<b>+1</b>	<b>0</b>	<b>-1</b>	
Stability/ goodwill of the organization	12	3	3	2	3	42

Working environment and culture	13	3	2	2	3	44
Job security	15	4	1	3	0	54
Job profile	14	3	2	2	2	48
Importance in the hierarchy of the organization	12	4	2	3	2	44
Cost of living in the new area	14	3	3	1	2	49
Violence free zone	12	3	2	3	3	41
Family security	11	4	4	2	2	43
Education facility for children in the area	13	4	2	2	2	47
Scope for growth	11	6	3	1	2	46
Regularity in getting salary	10	4	3	3	3	38
Adequate compensation	14	3	2	3	1	49
Working hour	13	2	3	3	2	44
Non-monetary /fringe benefits	11	4	3	4	1	43
Distance of work place from the residence	13	2	2	3	3	42
Freedom for taking decision as and when required related to work	11	3	2	4	3	38
Scope for learning	12	4	2	3	2	44
Adequate leaves (including sabbaticals )	11	5	2	4	1	44
Accommodation facilities	12	5	2	3	1	47
Loan facility by the employer	11	5	2	5	0	45
Communication /connectivity facility	13	4	2	1	3	46
Accessibility to medical facility	12	3	2	2	4	40
Other basic facilities	11	4	3	3	2	42
Scope for change if situation compels	12	5	3	2	1	48

**Source:** Compiled from field survey

<b>Annexure –D (24)</b>						
<b>Attributes</b>	<b>Perception of Female in Non-Academics (FNA)</b>					
	<b>Completel y agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Completel y disagree</b>	<b>Score</b>
	<b>+3</b>	<b>+2</b>	<b>+1</b>	<b>0</b>	<b>-1</b>	
Stability/ goodwill of the organization	12	4	3	3	2	45
Working environment and culture	14	3	3	2	2	49
Job security	15	5	2	2	0	57
Job profile	14	4	2	2	2	50
Importance in the hierarchy of the organization	16	3	3	2	0	57
Cost of living in the new area	18	2	2	2	0	60
Violence free zone	13	5	2	2	2	49
Family security	12	6	3	3	0	51
Education facility for children in the area	13	4	3	3	1	49
Scope for growth	12	3	3	4	2	43
Regularity in getting salary	15	4	3	2	0	56
Adequate compensation	14	5	2	0	3	51
Working hour	15	3	2	2	2	51
Non-monetary /fringe benefits	13	5	4	2	0	53
Distance of work place from the residence	13	6	2	1	2	51
Freedom for taking decision as and when required related to work	14	5	1	2	2	51
Scope for learning	16	3	1	2	2	53
Adequate leaves (including sabbaticals )	14	5	1	3	1	52
Accommodation facilities	12	5	2	1	4	44
Loan facility by the employer	13	4	2	3	2	47

Communication /connectivity facility	13	2	4	2	3	44
Accessibility to medical facility	12	4	3	3	2	45
Other basic facilities	14	3	2	3	2	48
Scope for change if situation compels	12	5	4	2	1	49

**Source:** Compiled from field survey

<b>Annexure –E (21)</b>						
<b>Attributes</b>	<b>Perception of Male in Private Sector Units(MPSU)</b>					
	<b>Completel y agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Completel y disagree</b>	<b>Score</b>
	<b>+3</b>	<b>+2</b>	<b>+1</b>	<b>0</b>	<b>-1</b>	
Stability/ goodwill of the organization	16	2	2	1	0	54
Working environment and culture	15	3	1	2	0	52
Job security	14	2	2	2	1	47
Job profile	13	4	3	2	1	45
Importance in the hierarchy of the organization	13	2	2	2	2	43
Cost of living in the new area	14	3	2	2	0	50
Violence free zone	13	3	0	3	2	43
Family security	12	2	2	2	3	39
Education facility for children in the area	14	1	2	2	2	44
Scope for growth	10	2	1	4	4	31
Regularity in getting salary	11	2	2	3	3	36
Adequate compensation	13	2	3	2	1	45
Working hour	12	4	2	1	2	44
Non-monetary /fringe benefits	11	3	3	2	2	40
Distance of work place from the residence	14	2	2	1	2	46
Freedom for taking decision as and when required related to work	11	2	2	4	2	37

Scope for learning	13	4	2	2	0	49
Adequate leaves (including sabbaticals )	12	6	2	1	0	50
Accommodation facilities	11	4	2	2	2	41
Loan facility by the employer	10	5	3	1	2	41
Communication /connectivity facility	12	3	5	1	0	47
Accessibility to medical facility	11	4	3	2	1	43
Other basic facilities	12	5	4	0	0	50
Scope for change if situation compels	11	3	5	2	0	44

**Source:** Compiled from field survey

<b>Annexure –F (20)</b>						
<b>Attributes</b>	<b>Perception of Female in Private Sector Units (FPSU)</b>					
	<b>Complete y agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Complete y disagree</b>	<b>Score</b>
	<b>+3</b>	<b>+2</b>	<b>+1</b>	<b>0</b>	<b>-1</b>	
Stability/ goodwill of the organization	14	3	1	1	1	48
Working environment and culture	12	4	2	2	0	46
Job security	14	3	3	0	0	51
Job profile	13	2	2	3	0	45
Importance in the hierarchy of the organization	11	6	2	0	1	46
Cost of living in the new area	14	3	2	1	0	50
Violence free zone	13	4	3	0	0	50
Family security	12	5	1	2	0	47
Education facility for children in the area	13	2	1	2	2	42
Scope for growth	10	4	3	3	0	41
Regularity in getting salary	11	3	4	2	0	43
Adequate compensation	12	2	3	2	1	42

Working hour	10	4	3	3	0	41
Non-monetary /fringe benefits	12	3	3	2	0	45
Distance of work place from the residence	13	2	2	2	1	44
Freedom for taking decision as and when required related to work	10	3	3	2	2	37
Scope for learning	12	4	2	2	0	46
Adequate leaves (including sabbaticals )	11	3	2	2	2	39
Accommodation facilities	13	4	2	1	0	49
Loan facility by the employer	10	5	3	2	0	43
Communication /connectivity facility	10	4	3	2	1	40
Accessibility to medical facility	11	4	2	1	2	41
Other basic facilities	13	2	3	2	0	46
Scope for change if situation compels	12	3	2	1	2	42

**Source:** Compiled from field survey