

## **Cognitive Dissonance On The Basis Of Duration Of Working Years In An Organisation**

**Author:** Maria S Karakkattil, PhD scholar, VISTAS, Pallavaram, Chennai, 600043

**Corresponding Author:** Dr. Maheswari, P.G Professor and Research Supervisor, VISTAS, Pallavaram, Chennai, 600043

### **ABSTRACT**

Cognitive dissonance means dissatisfaction. From the point of view of an organisation, the employees have various reasons to be unsatisfied about. Sometimes, this can be due to lack of support from the superiors, lack of infrastructure, lack of support from the part of the colleagues etc. An unsatisfied employee cannot be expected to perform productively. According to Maslow's need hierarchy theory, a person should first satisfy his basic needs till he strives to achieve the core or the maximum benefit need. Hence, the employer should never close an eye or ignore the cognitive dissonance from the part of the employees. Cognitive dissonance can lead to absenteeism, reduced enthusiasm for work and higher employee turnover. Hence the organisation should try to solve all the employee problems with maximum zeal and effort. In this study, the researcher tries to find, if there is any connection between the number of years worked by an employee in an organisation and the cognitive dissonance faced by an employee during the same.

### **INTRODUCTION**

Man is a social being and hence he is not averse to any of the emotions which is inherent in him. A person or a human being has many emotions within him. Some are of positive nature and a few are of negative nature. Dissonance or dissatisfaction is a feeling that can lead an employee to be entirely unhappy of something. An unhappy person cannot be expected to be productive like he/she used to be. Cognitive dissonance of an employee is not something that should be taken light heartedly. The employers these days have understood the importance of the same and steps have been taken to mitigate the same.

As far as psychology is concerned dissonance is a state of mind where the person is into two or more contradictory ideas. One idea which he believes in and the other which he is bound to perform. An example of this is, a person of high moral and ethical behaviour is asked to perform a task which is inconsistent with the person's belief. This would lead the person to perform the task, since his livelihood is based on it, but would not lead to self appraisal or self motivation or self actualisation since the very base is not satisfied. That is the person does not even believe in the task that has been performed by him.

With the rising number of employees in an organisation, who comes from various backgrounds with varying levels of needs the employers are finding difficult to satisfy the needs of all the employees who are working in their firm. But steps should be taken to ensure that at least the most basic requirements and the general requirements of the employees are met in order to keep the cognitive dissonance of the employees at bay to some extent. Some of the measures include providing the employees with proper salary, proper infrastructure, proper timings or flexible working hours and making sure that they are working in a safe environment which is free from any health hazards.

## **SIGNIFICANCE OF THE STUDY**

India is a country whose main occupation was in agriculture. But with the growing number of companies and increasing access to education, more and more people have started to work in white collar jobs. This had to an increase in the number of people working in secondary and tertiary sectors. With the rising number of employees at work, the organisation is finding difficult to ensure that the employees are kept satisfied within the premises of work. For this many initiatives are taken by the employers, because a satisfied employee can lead to better productivity.

## **SCOPE OF THE STUDY**

The study,” cognitive dissonance on the basis of time of work in an organisation” is the study conducted in Chennai. Chennai being a metropolitan city, hubs employee who are working in various sectors. These employees have been working in organisations ranging from below one year to above five years and more .For the base of study, employees working for less than five years and more than five years have only been considered.

## **OBJECTIVES OF THE STUDY**

- To study if the employees are satisfied at work
- To find the reasons for dissatisfaction among the employees
- To find if the number of years worked in an organization and cognitive dissonance is related

## **HYPOTHESIS OF THE STUDY**

H0: There is no relation between number of years worked in an organization and the drive to continue working in the same organization.

H1: There is relation between number of years worked in an organization and the drive to continue working in the same organization

H0: There is no association between number of years worked in an organization and cognitive dissonance.

H1: There is an association between number of years worked in an organization and cognitive dissonance.

H0: There is no significant difference between number of years worked in an organization and factors affecting cognitive dissonance.

H1: There is a significant difference between number of years worked in an organization and factors affecting cognitive dissonance.

## **RESEARCH METHODOLOGY**

- **Data source:** For the purpose of study primary data was collected from 150 respondents. Primary data was collected through a structured questionnaire, secondary data was collected from various articles from journals, books and through internet.
- **Sampling technique:** Convenient sampling technique is the sampling technique that is used for research.
- **Sample size:** Sample size is the number of samples selected. For this research the sample size is 150.
- **Area of the study:** The area of the study comprises of the employees in Chennai.
- **Tools:** The tool that is used for data collection and compilation is a structured questionnaire and SPSS.

## **LIMITATIONS OF THE STUDY**

- Sample population was restricted to 150.
- Only employees working consistently for less than or more than 5 years in the same organization is considered.
- Lack of time

## **REVIEW OF LITERATURE**

Andrea Burns, 2012,"Employee Relations", The Encyclopedia of Human Resource Management: Short Entries. The objective of manufacturing associations is to prevent and solve troubles that engage people, which occur or influence work situations. The office is developing to include more assortment; different age group, a varied global incidence and nationality. To

perk up output and remain spirited, managers need to draw and keep the best aptitude by civilizing their listening skills, flexibility, and supervisory management. According to an editorial by Roper, two input skills should center on interpersonal message and disagreement management. Nearly all organizations view interpersonal message skills as life instruction skills. Conflict management skills lend a hand solve employee troubles speedily and create superior workgroup fulfillment. Employees need to be heard and cared for; employees want to make out that their circumstances is unstated and that improvements will be made. Well-built communication channels are vital to reduce anxiety and stress in the place of work.

Garvin H. Dyer,1967,” Employer- Employee Relations”, Journal - American Water Works Association, Volume 59, Issue 12.Water services ought to be managed by professionals who know how to apply apt personnel policies. Water rates must be attuned so that pay and benefits attract and keep hold of competent employees. This must be done without requiring workforce to route to unionization. The potential of dealings between employers and employees in the water sector depends largely on the owners and managers of public services.

Michael Beer, 2017,” Lead Organizational Change by Creating Dissatisfaction and Realigning the Organization with New Competitive Realities”, The Blackwell Handbook of Principles of Organizational Behaviour. We live in a planet where the only steady is change. Companies must take action to rapid changes in markets and technology to stay alive and flourish. Senior managers should, in turn, lead an amended process that develops employee displeasure with the status quo and realigns the organization as an international system with the innovative business realities.

Paul J. Gollan,2008,” So what’s the news? Management strategies towards non–union employee representation at News International”, Industrial Relations Journal, Volume 33, Issue 4. In an environment categorized by the materialization of a growing "representation gap" in many organizations, the effectiveness of non-union employee image structures as a means of communication and employee contribution mechanisms, or replacing unions in the combined bargaining procedure. The fundamental deliberation is whether the forms make unions hopeless or if the role of the forms is dissimilar but balancing to unions in the place of work. The results of this learning suggest that a plan of "replacement" or union evasion, as used in News International Newspapers, may have boundaries. Failure to distinguish these margins could have

the effect of mounting the indirect pressure of trade unions on workplace exertion and increasing employee dissatisfaction in the workplace.

Jerald Rounds, Robert Segner, 2011, "Maintaining the Relationship between the Employee and the Employer", Construction Supervision. The chapter deals with labor relationships in the background of the structure business. It begins by examining the supervisor's role in evaluating worker presentation. The chapter examines what the existing federal law on labor relations says, taking into description the trouble of bias and annoyance. The worker and the employer must have clearly defined objectives when they enter the assessment process. Performance evaluation is a key liability of the structure supervisor. Legislation has been enacted to defend workforce in a varied labour environment. Laws usually descend into the group of equivalent employment legislation and defend people against biased practices in the workplace. The Family and Medical Leave Act, is another vital law for the administrator.

Naresh Khatri, Chong Tze Fern, Pawan Budhwar, 2006, "Explaining employee turnover in an Asian context, Human Resource Management Journal, Volume 11, Issue 1. Employees turnover is giving insomnia nights to human resources managers in a lot of Asian countries. An extensive conviction in these countries is that workers have developed a "terrible" approach due to labor shortages. It is thought that employees leap to work for no cause or even for fun. Unfortunately, even though staff turnover is such a grave difficulty in Asia, there are hardly any studies on this topic. Meticulous studies that use an absolute set of variables are rare. This study examines three sets of background of the goal of business turning round in Singapore: demographic, handy and unruly. Singapore companies provide a suitable skeleton as their turnover charges are in the middle of the maximum in Asia. The results of the study propose that organizational obligation, technical justice and a job search approach were the three main factors connected with the rotary motion intentions of Singapore companies.

Richard T. Mowday, 1984, "Strategies for adapting to high rates of employee turnover", Human Resource Management Volume 23, Issue 4. For lots of companies that face tall turnover rates, strategies to add to staff preservation may not be sensible because employees leave for reasons that are away from management's control or because the outlay connected with abridged sales go

beyond benefits expected In this state of affairs, managers should think strategies that can diminish or guard the organization from the unconstructive penalty of revolution. This piece of writing presents the strategies that companies can use to become accustomed to high and unmanageable turnover rates. In addition, suggestions are made on how managers should choose between another strategies.

## TESTING OF HYPOTHESIS

### HYPOTHESIS I

H0: There is no relation between number of years worked in an organization and the drive to continue working in the same organization.

#### Correlation

|                   |                     | Number of Years | Drive to Continue |
|-------------------|---------------------|-----------------|-------------------|
| Number of Years   | Pearson Correlation | 1               | -.027             |
|                   | Sig. (2-tailed)     |                 | .746              |
|                   | N                   | 150             | 150               |
| Drive to Continue | Pearson Correlation | -.027           | 1                 |
|                   | Sig. (2-tailed)     | .746            |                   |
|                   | N                   | 150             | 150               |

Since, the calculated value is negative (-0.27), there exists a negative relation between number of years worked in an organization and the drive to continue working in the same organization. From this we can conclude that, there is a negative relation between number of years worked in an organization and the drive to continue working in the same organization. That is, as the number of years worked in an organization increases the drive to continue working in the same organization decreases. Hence the null hypothesis is rejected.

### HYPOTHESIS II

H0: There is no association between number of years worked in an organization and cognitive dissonance.

**Chi-Square Tests**

|                              | Value             | df | Asymp. Sig. (2-sided) |
|------------------------------|-------------------|----|-----------------------|
| Pearson Chi-Square           | .242 <sup>a</sup> | 1  | .623                  |
| Continuity Correction        | .107              | 1  | .743                  |
| Likelihood Ratio             | .242              | 1  | .623                  |
| Fisher's Exact Test          |                   |    |                       |
| Linear-by-Linear Association | .240              | 1  | .624                  |
| N of Valid Cases             | 150               |    |                       |

Calculated Value = 0.623

Since the calculated value is greater than 0.05 at 95% confidence level, it signifies that is no association between number of years worked in an organization and cognitive dissonance. Hence we can conclude that there is no association between years worked and cognitive dissonance felt by an employee.

**HYPOTHESIS III**

H0: There is no significant difference between number of years worked in an organization and factors affecting cognitive dissonance.

**ANOVA**

|                              |                | Sum of Squares | df  | Mean Square | F     | Sig. |
|------------------------------|----------------|----------------|-----|-------------|-------|------|
| Happy with working condition | Between Groups | .107           | 1   | .107        | .426  | .515 |
|                              | Within Groups  | 37.067         | 148 | .250        |       |      |
|                              | Total          | 37.173         | 149 |             |       |      |
| Amenities                    | Between Groups | .427           | 1   | .427        | 1.728 | .191 |
|                              | Within Groups  | 36.533         | 148 | .247        |       |      |
|                              | Total          | 36.960         | 149 |             |       |      |
| Colleagues                   | Between Groups | .167           | 1   | .167        | .673  | .413 |
|                              | Within Groups  | 36.667         | 148 | .248        |       |      |
|                              | Total          | 36.833         | 149 |             |       |      |

|                    |                |        |     |      |       |      |
|--------------------|----------------|--------|-----|------|-------|------|
| Salary             | Between Groups | .807   | 1   | .807 | 3.263 | .073 |
|                    | Within Groups  | 36.587 | 148 | .247 |       |      |
|                    | Total          | 37.393 | 149 |      |       |      |
| Hike and Promotion | Between Groups | .060   | 1   | .060 | .239  | .626 |
|                    | Within Groups  | 37.200 | 148 | .251 |       |      |
|                    | Total          | 37.260 | 149 |      |       |      |
| Company Policies   | Between Groups | .060   | 1   | .060 | .246  | .621 |
|                    | Within Groups  | 36.133 | 148 | .244 |       |      |
|                    | Total          | 36.193 | 149 |      |       |      |

Since all the calculated values are greater than 0.05 at 95% confidence level, the null hypothesis is accepted. Hence it can be concluded that, there is no significant difference between number of years worked in an organization and factors affecting cognitive dissonance.

## FINDINGS

From the study conducted, the following findings have been made

- There is a negative relation between number of years worked in an organization and the drive to continue working in the same organization. That is, as the number of years worked in an organization increases the drive to continue working in the same organization decreases.
- There is no association between years worked and cognitive dissonance felt by an employee.
- There is no significant difference between number of years worked in an organization and factors affecting cognitive dissonance.

## SUGGESTIONS

From the study conducted, it was evident that with the passage of time the employees feel the desire to change the organization or the drive to not continue working in the same organization. This can lead to a number of employees who have specialization or working experience of more than 5 years to leave the organization. From the company standpoint of view this is a huge loss, because when people who have a lot of experience and in depth knowledge leaves the firm, the company will have to recruit and train employees right from scratch. Also, the newly recruited employees might find it difficult to gel up with the conditions of the new office and working conditions initially. Also, the amount of work performed can get affected, since the new recruits

have to get a hang of the operations and nature of work performed in the firm. This can take quite some time. Hence if an employee who has a good knowledge of the working conditions leaves the organization, this can be an additional cost to the firm. Hence steps should be taken to mitigate the same from the part of the employer. The employer should take maximum steps to ensure that the employees who have more experience are retained within the organization such as increase in pay, more incentives, fringe benefits, family vacations, appreciation letters and meetings etc should be introduced from time to time to keep the employees contented and happy within the organization.

### **CONCLUSION**

From the study conducted, it is evident that, it is not the number of years worked by an employee that causes dissatisfaction in him; rather it is the lack of motivational, ambience and other external and internal factors that contribute dissatisfaction among the employees. But there is a relationship which is an inverse one between the number of years worked by an employee and the desire to leave the organization. This can be due to various factors such as monotonous working conditions, lack of salary hikes, motivational elements etc. An employee who has the desire to leave the organization would never put in his or her whole-hearted effort in the work performed. Hence the employers should see that the employees, especially the ones who have been employed by them are having minimum dissonance in their organization, by providing them with all the basic amenities required for work as well as a conducive environment which they would love to work in.

### **REFERENCES**

- Andrea Burns, 2012,"Employee Relations", The Encyclopedia of Human Resource Management: Short Entries.
- Garvin H. Dyer,1967," Employer- Employee Relations", Journal - American Water Works Association, Volume 59, Issue 12.
- Michael Beer, 2017," Lead Organizational Change by Creating Dissatisfaction and Realigning the Organization with New Competitive Realities", The Blackwell Handbook of Principles of Organizational Behaviour.
- Paul J. Gollan,2008," So what's the news? Management strategies towards non-union employee representation at News International", Industrial Relations Journal, Volume 33, Issue 4.
- Jerald Rounds,Robert Segner,2011," Maintaining the Relationship between the Employee and the Employer", Construction Supervision.
- Naresh Khatri,Chong Tze Fern,Pawan Budhwar,2006," Explaining employee turnover in an Asian context, Human Resource Management JournalVolume 11, Issue 1.
- Richard T. Mowday,1984," Strategies for adapting to high rates of employee turnover", Human Resource ManagementVolume 23, Issue 4.