A Study on the Polarizing Behaviour of the Students’ Expectation and the Employees’ Perception

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ABSTRACT
This paper tries to understand the polarizing attribute of the perception of the employee’s from the organization and the expectation of the student’s about the organization. The author tries to find out the more disturbing factors that tend to reduce the productivity of the employees. The paper uses the concept of polarizing to analyse the study. Percentage analysis is used to substantiate the results with more accuracy. The study is taken into consideration because the difference developing in the minds of people has an ability to induce the neutral minds and thereby leading to the formation of more dissatisfied groups. Once more such groups are formed for different reasons; the organization is forced to incur huge productivity loss. Hence the study gains importance.

Keywords: expectation; perception; polarization

INTRODUCTION
Understanding the closeness existing between the expectation and the perception forms the base for the study. The paper tries to find the expectations of the students from the organization and the perception of the employees about the organization. The expectations tend to bring in a positive image about the organization on getting met. The perceived value about the organization when gets satisfied the employees tends to perform better. Hence both these factors contribute a major part of share towards the productivity of the employee. The study utilizes the concept of polarization, which is a significant method to learn the nature of a product in the market. Polarizing enables the researchers in predicting the diversity of consumer’s mind towards the product. The study uses the same phenomenon to capture the views of the students and the employees.

BACKGROUND OF THE STUDY
Every organization expects the employees to be more productive. Few moments they tend to take care of the employees’ views. But the employees tend to face a lot of unresolved issues. This point leads to dissatisfaction. The student’s perspective is completely different about the job and the nature of job. They tend to have an image with a background of the text book they read and the assumptions coming out as a result of theoretical knowledge. Hence the way they look organization lies contradictory to an extent. When they feel the disparity, they seek other organization. It also makes a significant loss to the organization i.e. loss of a potential employee. The concept of polarization has been adopted for the study because of its global impact. Polarization is not a tool but a method. The impact of polarization has been vital. For example in the following cases, the approach of Betty Crocker, a General Mills’ brand in late 2000s; Ryanair Airline in the year 2010 and 2011; Marmite, a British Condiment in the year 2010, the effect of polarization is vital and more important point is they succeeded because they learnt how polarization works. This evident result provoked the author to use the concept for this topic.

LITERATURE REVIEW
- “Newcomers hold low expectations to prepare for the disappointment in the reality.
- New employees always hold lower expectation compared to the actual perception.
- Newcomers do not have great discrepancy between pre-entry expectation and post-entry perception.
- Aspects of greatest discrepancy are encouragement of free speech, task identity, autonomy, warmth of relationship among peers, knowledge and company internal system.
- Discrepancy related to newcomers’ work outcomes is pay.” - Shuk Chong Tong, The Expectation Gap? A Case Study of New Employee in the Hong Kong Retail Banking Industry
OBJECTIVE OF THE STUDY

The study focuses on finding out the factors that are prominently polarized in the minds of people with respect to the expectation and perception from the organization and about the organization respectively. It tends to analyse the polarity in three perspectives,
1) Student (expectation from the organization)
2) Employee (perception about the organization)
3) Overall (Students are the future employees of an organization)

METHODOLOGY

The paper follows a qualitative approach. Pilot study is done with a structured questionnaire formed from the result of interviews carried with the students, newly joined employees, employees having more than 3 years of experience in an organization, employees who shifted organization within six months of joining an organization. The questionnaire of the study is strictly restricted to rating type of questions as the paper tries to find the polarity of views. The data is collected from 102 respondents with the ratio of students to employees as 14:11. Students are from top 4 business school of Tamil Nadu, India. Employees are from FMCG, Telecom and IT sector.

APPROACH OF THE STUDY

The questions are framed to be answered through a 5 point Likert scale. Lets consider two pairs i.e. 1, 5 and 2, 4 both gives a mean value of 3 but the pair 1, 5 is more polarized i.e. it has one strongly agree and only strongly disagree. There are various ways to measure polarization but the most simple and effective way is the percentage analysis. We deploy this analysis for the study.

EXPERIMENTAL RESULTS

The collected data on subjecting to polarization through percentage analysis yielded the following results,

Fig. 1 Scatter plot for Student’s expectation

Fig. 2 Scatter plot for Employee’s perception
DISCUSSION

The twelve factors that have been considered for the study are given in Fig. 4. The factors are analysed through the percentage analysis in succession to polarizing. The results are explained across three cases namely students, employees and overall. It was observed that the salary package forms the highly polarized attribute in all the three cases. It explains that salary is not been given as per the expectation of the employees and the students are also considerate about their package before joining the organization. The result also reveals that everybody wishes to seek friendship opportunity in the work place and feels that the relation would help in aiding them at difficult times. The urge for
students to join a reputed organization has taken a less disparity when compared to friendship opportunity. It reveals that almost all the students’ wishes to cope up with a reputed organization, at the same time few are open to join any organization. The autonomy needed by the employees proved significant with the results. The job description given to the people leaves them with a framework and not explaining the job fully, it is evident from the results. The working environment provided by the organization seems not to meet the expectation of the employees. The students, who have given less consideration to the aesthetics, tend to shift their mind on joining the organization. The support given by the superior seems to be the most deviating factor. The student who felt that they will be aided by their bosses has completely met with a complete disaster. The bosses are bosses and not good leaders. The employees feel that larger organization adheres to ethical way of doing things. Colleagues tend to support in work when compared to bosses.

SUGGESTIONS

Highly polarized factors need more attention. It explains that it has got more ratio of agree to disagree. The larger the people tend to disagree, they start persuading neutral people. It may lead to more dissatisfied employees. The salary, autonomy and explaining their job nature through job description clearly, working conditions, support from the superior forms the more polarizing attribute. These five factors hence need more immediate attention from the employer, so that they can reduce the polarizing effect thereby yielding more satisfied employees. The traditional method of attending to interpersonal relation and issues can be reduced as these relations tend to provide the employees a cordial working condition which in turn can produce more positive results.

CONCLUSION

Thus, the paper helps in figuring the key issues that need immediate attention. Adhering to solving these issues tend to evoke more minds towards a satisfied working environment. Once they get a satisfied environment for working the productivity can surely increase than before. The point of difference to be understood is, the organization has given a satisfied working environment as per the needs of the employees and not a comfortable zone for them to remain still without working.

REFERENCES