Workers Etiquette in the Presence of Contractors with Reference to Construction Industries in Coimbatore City

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Abstract

Construction is the second largest economic activity next to agriculture. Broadly construction can be classified into three segments are Infrastructure, Industrial and Real Estate. Construction is an essential part of any country in infrastructure and industrial development. Construction industry, with its backward and forward linkages with various other industries like cement, steel bricks etc. catalyses employment generation in the country. Infrastructure segments involve construction projects in different sectors like roads, railways, ports, irrigation, power etc. Industrial construction is contributed by expansion projects from various manufacturing sectors. Real estate construction can be sub-divided into residential, commercial, malls/multiplexes etc.

Business etiquette has a very important role in the business world, representing the image of a business. In this respect, this paper aims at identifying firstly its main constitutive parts and secondly, how emailing, phoning and meetings are used in practice by people of different origins who work internationally. Hence, the qualitative piece of research presented here in after approaches the significance of etiquettes. The results clearly show that appearance, actions as well as spoken and written words reflect the image of a person and its interests within the business environment. Therefore, we underline that employees shall benefit from specialized training on business etiquette and we clearly highlight that standardization with business etiquette has continuously changed with international businesses and globalization.

Key Words: Business etiquette, Contractors, Behaviour of workers.

Introduction

The most challenging issue in Construction industry in the last decade is how to improve the production efficiency. Many researchers have been done in the last decade however a deeper understanding is still needed to improve the productivity by studying the workers behavior in construction industry. The performance of labour is affected by many factors and is usually linked to the performance of time, cost, work pressure, safety measures, quality and behavior of workers in presence of the contractor. The construction industry is the second largest industry in India after agriculture. It accounts for about 11% of India as GDP. It makes significant contribution to the national economy and provides employment to large number of people. Construction activity being labour intensive has generated employment for about 33 million people in the country. There are mainly three segments in the construction industry like real estate construction which includes residential and commercial construction; infrastructure building which includes roads, railways, power etc; and industrial construction that consists of oil and gas refineries, pipelines, textiles etc. The construction activity involved in different segments differs from segment to segment. Construction of houses and roads involves about 75% and 60% of civil construction respectively. Building of airports and ports has construction activity in the range of 40-50%. For industrial projects, construction component ranges between 15-20%. Within a particular sector also construction component varies from project to project. The construction industry operates on the basis of contractual agreements. Over the years different types of contracts have been developed. It mainly depends on the magnitude and nature of work, special design needs and annual requirements of funds and complexities of job.

Construction projects can be materialised through number of smaller contracts which mainly depends upon size of the project and diversified nature of activities to be carried out in the project. As a result, Subcontracting is a common phenomenon in the construction industry. Employee etiquette refers to codes of conduct an individual should follow while at

work. It is essential for every individual to behave in a socially acceptable way. Etiquette refers to good manners which help an individual leave his mark in the society. An individual must know how to behave at the workplace. There is a huge difference between college and professional life. One needs to be disciplined at the workplace. Corporate Etiquette refers to set of rules an individual must follow while he is at work. One must respect his organization and maintain the decorum of the place.

Statement of the Problem

Human resource is an important factor in the development of the construction industry and therefore understanding the labour behavior is very much important to improve the efficiency of production. Variations in the construction labour productivity can naturally make a great impact on national economy and productivity. Lack of safety, lack of skills, lack of quality of materials, lack of wages, communication barriers like that are mainly create psychological stress to the labours. It totally affects the labour production efficiency; there are innumerable challenges that have been limiting the growth prospects of the construction industry in India. Since construction is a labor intensive industry, the significance of this effect not only justifies the concern over its labor productivity, but it can also be argued that labor power is the only productive resource, hence construction productivity is mainly depend upon human effort and performance. Spending time to cultivate relationships and practicing proper business etiquette with the workers is very difficult when the business conditions are poor. In business morale Supervisor has to occupy a great position of authority in an organization and he has to communicate well, should not share personal information in the workplace. It's important to maintain personal decorum in the workplace and when attending business meetings outside of the office.

At present construction industry have faced many challenges such as lack of skilled work force, Non-availability of land within city limits, Alleviated cost of materials, Technology Adoption, Project Complexity, Power, Environmental sustainability and Natural Hazards. In order to sustain the industry has to maintain healthy relationship with workers. The employee has many issues in the working environment mainly their behavior in the presence of their contractor should be noted regularly. The diverse industry is, however, associated with high risk environments and employees are exposed to harsh and dangerous situations, e.g. employees have to work with dangerous machines and equipment. The industry stands out from other industries as having the highest worker injury and fatality rates. Every construction worker is likely to be temporarily unfit to work at some time as a result of moderate injuries or health problems after working on a construction site. Companies expect of workers to work hard, show initiative and be productive day after day. Employers worldwide are appreciating the increasing need for maximum workers' productivity and effectiveness in a global economy. These objectives can be met only when the employer recognises that workers are individuals with personal lives and problems. Personal problems cannot always be left at home. The human being consists of interrelated parts and what happens to one part undisputedly affects the other. If the workers experiences imbalance stress in one area system of his life, it will affect other systems as he is the common denominator in all these systems, and he is changed in some way by this event or experience. What happens at home therefore affects his behaviour and performance at work, changing his behaviour in presence of his contractor, early detection and treatment of problems may benefit both the workers and the employer.

Need of the Study

Construction is a very accident prone industry worldwide. The poor safety performance of the construction industry continues to give international cause for concern. Workforce productivity, quality, and safety are the most important performance indicators at worker level.

However, the construction industry is still striving to improve the performance in these areas. Compared with other industries, construction is often classified as high risk because historically it is plagued with higher and unacceptable injury rates. Organisations are becoming increasingly aware of the importance of employees in gaining and maintaining competitive advantage. The happy worker–productive worker thesis suggests that workers who experience high levels of well-being also perform well and vice versa; however, organisations need to know how to ensure such happy and productive workers. Partly, this results from the fact that construction is historically accepted to be one of the most "poorly performing" and hazardous of work sectors; as is confirmed by considering some relevant statistics. However, due to the fact that more than 80% of accidents are down to employee behavior or the human factor, in the form of acts or omissions, among the above strategies, thus, it is important to study the behavior of employees and its applicability for the construction industry to safeguard construction worker.

Objectives of the Study

- To understand the employee behavior towards organizational goals in the study area.
- To study the relationship between the contractor and workers in the study area.
- To know the worker perception about the job.
- To identify the internal and external motivational factors influencing on worker performance in the work place.

Operational Definition

Contractor: In this study contractor means "A Person or company that arranges to supply material or workers for building or for moving goods."

Worker: In this study worker means "A person engaged in physical construction of the built environment and its infrastructure."

Framed Hypothesis

H_0: There is no significant relationship between the independent variables of respondents and dependent variables of respondents.

Research Methodology

- Sample unit - 10
- Respondents - Workers working in Construction Field (50)
- Contractors of construction industry (20)
- Sampling Method - Stratified random sampling method
- Sample Plan - Interview schedule (Primary Data)
- Study area - Coimbatore city
- Data analysis - SPSS (IBM 25.0)

Table 1: **Distribution on sample unit and sample size**

Sl. No	Sample units	Sample size	
		Contractor	Worker
1.	KK builders (S1)	2	5
2.	Rehoboth building construction (S2)	2	5
3.	Thaw builders (S3)	2	5
4.	DHC building contactors (S4)	2	5
5.	Mahendra builders (S5)	2	5
6.	Sakthi builders (S6)	2	5

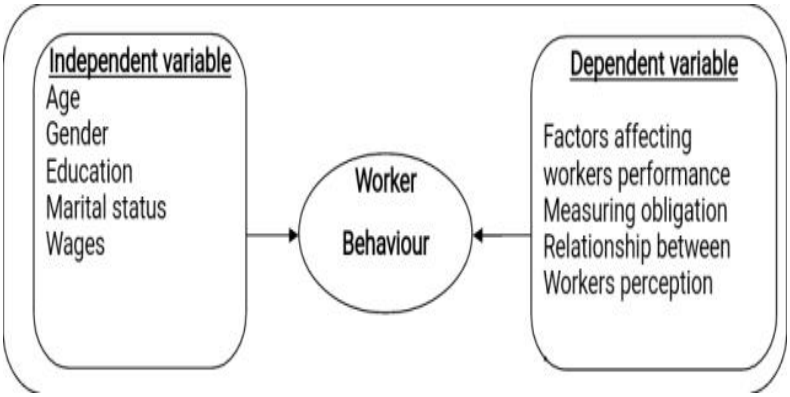
7.	Sri Sabari builders (S7)	2	5
8.	RK builders (S8)	2	5
9.	Silver star builders (S9)	2	5
10.	Mohithaa builders (S10)	2	5
	Total	**20**	**50**

Source: *Secondary Data*

Limitations of the Study

- The study is confined to the respondents of Coimbatore city only.
- Due to time constrain, the research period was limited
- The primary data were collected through interview method which is subjected to recall bias.

Framework of Analysis



Analysis of Data

Table2: Distribution on profile of Contractor - 20

Sl.no	Particulars	Variable	No. of respondents	Percentage
1	Age	36-45 years	6	30
2	Gender	Male	12	60
3	Marital status	Married	14	70
4	Education	Under graduate	17	85
5	Monthly income	8001-12000	13	65

Source: *Primary Data*

Table3: Distribution on profile of worker- 50

Sl.no	Particulars	Variable	No. of respondents	Percentage
1	Age	36-45 years	19	38
2	Gender	Male	34	68
3	Marital status	Married	30	60
4	Educational qualification	School level	17	34
6	Wages	401-800	13	26

Source: *Primary Data*

Table4: Distribution on Factors affecting workers performance towards organizational goals (Simple ranking)

Sl.no	Particulars	Mean	S.D	Rank
1	Work Culture	20.17	3.35	6
2	Job Responsibilities	23.90	2.93	2
3	Effective communication	19.86	3.41	7
4	Family and Personal Life	22.48	2.98	3
5	Relationship at Work	28.50	2.65	1
6	Protective measures	20.32	3.32	5
7	Monetary Benefit	18.79	3.48	8
8	Co-workers	21.33	3.09	4
9	Workers well-being	16.30	4.65	10
10	Motivation	18.75	3.52	9

Source: *Computed Data*

Table5: Distribution on Commitment towards obligation

Sl.No	Statement	5	4	3	2	1	WAS	Rank
Contractors' Commitment towards obligation of workers								
1	CO-W 1	45	20	9	4	1	79	1
2	CO-W 2	25	36	6	6	1	74	3
3	CO-W 3	20	36	9	6	1	72	6
4	CO-W 4	25	36	6	6	1	74	3
5	CO-W 5	25	32	3	8	2	70	8
6	CO-W 6	20	36	9	6	1	72	6
7	CO-W 7	25	36	9	4	1	75	2
8	CO-W 8	15	36	12	6	1	70	8
9	CO-W 9	15	44	9	4	1	73	5
10	CO-W 10	15	28	12	10	1	66	10
Workers' Commitment towards obligation of contractors								
1	WO-C 1	20	140	24	4	1	189	1
2	WO-C 2	10	132	27	6	3	178	5
3	WO-C 3	10	80	48	18	3	159	8
4	WO-C 4	25	136	6	14	2	183	3
5	WO-C 5	20	116	33	8	2	179	4
6	WO-C 6	20	144	15	6	2	187	2
7	WO-C 7	10	132	18	12	3	175	6
8	WO-C 8	15	96	45	10	3	169	7

Source: *Computed Data*

Table6: Distribution on relationship between contactors and workers

Sl.No	Statement	5	4	3	2	1	WAS	Rank
Contractors with Workers								
1	C-W 1	50	24	6	2	1	83	2
2	C-W 2	45	24	9	2	1	81	3
3	C-W 3	25	32	12	4	1	74	5
4	C-W 4	30	28	9	4	2	73	6
5	C-W 5	35	24	12	2	2	75	4
6	C-W 6	25	24	18	4	1	72	7

7	C-W 7	65	16	3	2	1	87	1
Workers with Contractors								
1	W-C 1	45	120	9	12	2	188	4
2	W-C 2	55	132	9	4	1	201	2
3	W-C 3	45	124	18	6	1	194	3
4	W-C 4	70	112	15	4	1	202	1
5	W-C 5	40	100	18	18	2	178	5

Source: *Computed Data*

Table7: Distribution on workers perception

Sl. No	Perception	5	4	3	2	1	WAS	Rank
1	WP 1	40	32	33	28	9	142	7
2	WP 2	55	40	45	16	6	162	2
3	WP 3	40	52	33	20	8	153	5
4	WP 4	70	28	21	28	8	155	4
5	WP 5	25	16	39	30	13	123	12
6	WP 6	25	40	39	26	9	139	9
7	WP 7	55	44	24	26	7	156	3
8	WP 8	40	32	33	26	10	141	8
9	WP 9	55	52	39	14	6	166	1
10	WP 10	45	64	12	14	14	149	6
11	WP 11	30	28	33	26	13	130	10
12	WP 12	40	12	33	30	13	128	11

Source: *Computed Data*

Chi-square

Table8: Distribution on overall result of Chi-square @ 5% level of significance

Independent Variables	Dependent variables	Sig value	Chi-square value	d.f	Result
Profile of Contractors	CO-W	0.035	4.437	9	Significant
	C-W	0.033	3.262	6	Significant
Profile of Workers	WO-C	0.010	6.718	7	Significant
	W-C	0.004	8.194	4	Significant
	WP	0.041	6.369	11	Significant

Source: *Computed Data*

Table9: Distribution on relationship factors of contractors and workers – Factor analysis

Sl.no	Particulars	W-C 1	W-C 2	W-C 3	W-C 4	W-C 5	h^2
1	C-W 1	0.198	0.241	0.649	0.859	0.129	0.911
2	C-W 2	0.905	0.927	0.965	0.866	0.883	0.499
3	C-W 3	0.919	0.567	0.319	0.662	0.452	**0.921**
4	C-W 4	0.841	0.712	0.428	0.592	0.616	0.748
5	C-W 5	0.666	0.370	0.201	0.091	0.578	0.799
6	C-W 6	0.466	0.619	0.525	0.091	0.919	0.829

7	C-W 7	0.545	0.545	0.649	0.125	0.939	0.861
Eigen Value		2.605	1.127	**4.506**	2.844	2.245	
Percentage of variation		7.101	8.926	9.754	8.598	8.181	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization, A Rotation converged in 7 iterations							

Source: *Computed Data*

Table10: Distribution on Workers perception and Commitment towards obligation – Correlation

Sl.No	Dependent variables	Commitment towards obligation	
		Contractors	**Workers**
1	WP-1	0.381	0.379
2	WP-2	0.325	0.307
3	WP-3	0.340	0.337
4	WP-4	0.260	0.303
5	WP-5	0.322	0.188
6	WP-6	0.327	0.340
7	WP-7	0.301	0.260
8	WP-8	0.310	0.031
9	WP-9	0.437	0.211
10	WP-10	0.402	0.251
11	WP11	0.379	0.185
12	WP-12	0.310	0.114

Source: *Computed Data*

Findings of the Study

1. Profile of contractor: Percentage analysis - Profile of the respondents: It was found that majority of the respondents under age group fall under the category 36-45 years 6 (30%) followed by Gender – Male 12 (60%), Marital status – Married 14 (70%), Education – Under Graduate 17 (85%), and under Monthly income- 8001-12000 13 (65%).

2. Profile of worker: Percentage analysis - Profile of the respondents: It was found that majority of the respondents under age group fall under the category 36-45 years 19 (38%) followed by Gender – Male 34 (68%), Marital status – Married 30 (60%), Education Qualification – School Level 17 (34%), and under Wages – 401-800 13 (26%).

3. Simple ranking: Factors affecting workers performance towards organizational goals From the table it was found that Relationship at work was ranked first, Job Responsibilities was ranked second, family and personal life was ranked third, Co-workers was ranked fourth, Protective Measures was ranked fifth, Work Culture was ranked sixth, Effective Communication was ranked seventh followed by Monetary Benefit, Motivation and finally Workers well-being ranked last.

Weighted Average Score (WAS)

a. Commitment towards obligation

Contractors' Commitment towards obligation of workers: CO-W 1: Whether contractor provide you job security**,** CO-W 2: Is there any Opportunity to learn and to develop your professional skill**,** CO-W 3: Provide you with opportunities to prove your worth**,** CO-W 4: Provide you fair pay for the work**,** CO-W 5: Is concerned about your personal welfare**,** CO-W 6: Provide you with an opportunity to vary your work schedule**,** CO-W 7: Offer flexi-time options**,** CO-W 8: Overall, do you feel you are rewarded fairly compared with other people performing

similar jobs/roles**,** CO-W 9: Provide you with assistance in relocation and CO-W 10: Provide you with the choice of your location. From the table, it was found that CO-W 1 was ranked first, CO-W 7 was ranked second followed by CO-W 2, CO-W 4, CO-W 9, CO-W 3, CO-W 6, CO-W 5, CO-W 8 and finally CO-W 10 ranked last.

Workers' Commitment towards obligation of contractors: WO-C 1: Proud to be a part of the contract work**,** WO-C 2: How loyal are you to your present contractor**,** WO-C 3: Do only what you are paid for**,** WO-C 4: To seek job assignments that would enhance your skill**,** WO-C 5: Increase your participation in the decision making**,** WO-C 6: Perform only the required tasks**,** WO-C 7: Leave at the time of your choice and WO-C 8: To make personal sacrifice. From the table it was found that WO-C 1 was ranked first, WO-C 6 was ranked second followed by WO-C 4, WO-C 5, WO-C 2, WO-C 7, WO-C 8 and finally WO-C 3 ranked last.

b Distribution on relationship between contactors and workers

Contractors with Workers: C-W 1: Don't trust you with the work provided**,** C-W 2: Does not involve you in the decision making regarding with job**,** C-W 3: To what extent do you trust your supervisor to look after your best interests**,** C-W 4: Pays less and gets more work done**,** C-W 5: Loads you with a lot of work**,** C-W 6: Provides you with the resources required to complete your job and C-W 7: Do you think withhold information is important. From the table, it was found that C-W 7 was ranked first, C-W 1 was ranked second followed by C-W 2, C-W 5, C-W 3, C-W 4 and finally C-W 6 ranked last.

Workers with Contractors: W-C 1: I do not trust this employer**,** W-C 2: Difficult to ascertain my future with this employer**,** W-C 3: My commitment towards the employer is uncertain**,** W-C 4: Plan your work and W-C 5: Lot of difference in what the employer says and practices. From the table, it was found that W-C 4 was ranked first, W-C 2 was ranked second followed by W-C 3, W-C 1 and finally W-C 5 ranked last.

c. Workers Perception: WP 1: I do this job just for the money**,** WP 2: I prefer to work a strictly defined set of working hours**,** WP 3: I expect to grow in this field**,** WP 4: I expect to be paid for any overtime I do**,** WP 5: I come to work purely to get the job done**,** WP 6: I feel comfort in part of a team **,** WP 7: My loyalty to the contractor is defined by the terms of my contract**,** WP 8: I feel this contractor reciprocates the effort put in by its worker**,** WP 9: I only do what is necessary to get the job done**,** WP 10: I am motivated to contribute 100% to this contract **,** WP 11: I work to achieve the purely short term goals of my job and WP 12: I am heavily involved in my place of work. From the table, it was found that WP 9 was ranked first, WP 2 was ranked second followed by WP 7, WP 4, WP 3, WP 10, WP 1, WP 8, WP 6, WP 11, WP 12 and WP 5 finally ranked last.

Chi-square: It was found that all the calculated P values were less than the designated alpha level 0.05. Thus it can be said that there was 95% of relationship significant between the variables.

Factor analysis: It was also found that the Eigen value showed highest value of 4.506 on W-C 3 which means that this factor has stronger association with the variable compared to the other variables, it was also noted that there are only positive loading between the variables, therefore it can be said that there is strong association between the dependent variables.

Correlation: The result of Pearson and Kendall correlation shows high positive correlation i.e. a perfect positive linear reliability is found between the factors, therefore the null hypothesis was rejected and the alternative hypothesis [H_a: There is significant relation between Workers perception and Commitment towards obligation] was accepted.

Suggestions and Recommendations

- The workers felt that the factors such as **e**ffective communication, Monetary Benefit, Motivation and Workers well-being are given as low priority in working culture.

Hence, the contractors have to improve the modes of communication along with could increase the wages for overtime and safety welfare measures could be provided.

- Rewards could be given in order to motivate the workers when he performs extraordinary job. In order to avoid the transportation charge the location of job could be allocated based on the choice of the worker.
- In General, the construction industries are facing the productivity problem as well as lack of raw material and labour force. To regulate this problem, the contractors should be offer training on technology and conflict management.

Conclusion

The paper focused on workers etiquette in the presence of contractors with reference to construction industries in Coimbatore city. The main objectives of this study are to understand the employee behavior towards organizational goals, to study the relationship between the contractor and workers in the study area, to know the worker perception about the job and to identify the internal and external motivational factors influencing on worker performance in the work place. It was found that Relationship at work was ranked first, Job Responsibilities and family and personal life was ranked third are the major influencing factors affecting workers performance towards organizational goals. The workers felt that contractors provides secured job, offer flexi working time and they provide Opportunity to learn and to develop their professional skill. The study analyzed that Workers' Commitment towards obligation of contractors by applying weighted rank score which was found that Proud to be a part of the contract work was ranked first, Perform only the required tasks was ranked second followed by to seek job assignments that would enhance your skill and finally Do only what you are paid for ranked last. It was also noted that there are only positive loading between the variables, therefore it can be said that there is strong association between the dependent variables. The Chi-square test states that there is significant relation between Workers perception and Commitment towards obligation.

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