

EMPLOYEE'S ATTITUDE TOWARDS THE PRIVATE ORGANIZATION

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ABSTRACT

The analysis has been made mainly based on the primary data that is by the employees' opinion survey method. The project work entitled "Employee's attitude towards the private organization" with special reference to the Satna city private higher education institute the various factors that are concerned towards the attitude of the employees. The analysis has been made mainly based on the primary data that is by the employees' opinion survey method. The researcher has taken a sample size of 180 and has used the stratified random sampling method to select the samples from the total population. The study gives the opinion of employees about all the H.R. functions of, private higher education institute employment conditions, wages and incentives, interpersonal relationship, working conditions, management practices, etc. The researcher has used percentage analysis and CHI-Square test, and the study reveals that there is no relationship between JOB ENRICHMENT educational qualification of the respondents, and there is no relationship between length of service of the respondents, and welfare facilities, and there is no relationship between the salary of the respondents and welfare facilities. The study has also revealed that most of the respondents have a positive attitude towards the welfare facilities, management practices and employment conditions, WELFARE

Keywords: *Attitude, Job Enrichment, Job Satisfaction, Inter-Personal Relationship, Employees, Organization*

I. INTRODUCTION

Attitude: The importance of attitude in understanding psychological phenomenon was given formal recognition early in the history of social psychology. From the time of the concept's entry in to the language of psychology until now, interest in attitude has been strong and growing. However, over the years attitudes have been studied with differing emphasis and methods. Concept of Attitude: It is necessary to be precise in defining attitudes, because the variety of published definitions and descriptions is almost endless. Like any other concept, attitude may also be defined in two ways, Conceptual and Operational. There is quite a difference in the conceptual definition of the term attitude, and divergent points of view regarding the concept of attitude have developed.

Features of Attitude

- Attitudes affect behavior of an individual by putting him ready to respond favorably to things in his environment.

- Attitudes are acquired through learning over a period of time. The process of learning attitudes starts right from the childhood and continues throughout the life of a person.
- Attitudes are invisible as they constitute a psychology phenomenon which cannot be observed directly. They can be observed by observing the behavior of an individual.
- Attitudes are pervasive and every individual has some kind of attitude towards the objects in his environment. In fact, attitudes are forced in the socialization process and may relate to anything in the environment.

1.1 Attitude, Opinion and Belief

An opinion is generally the expression of one's judgment of a particular set of facts, an evaluation of the circumstances presented to him. "Thurston" defines opinion as a response to a specifically limited stimulus, but the response is certainly influenced by the predisposition with which the individual is operating, that is, the attitude structure. A difference can also be made between attitude and belief. A belief is an enduring organization of perceptions and cognitions about some aspects of individual world. Thus, belief is a hypothesis concerning the nature of objects, more particularly, concerning one's judgments of the probability regarding the nature. In this sense, belief is the cognitive component of attitude which reflects the manner in which an object is perceived. The difference between attitude, opinion, and belief exists on conceptual basis. Most researchers believe that these three terms are so closely tied that it is difficult to separate them except on a limited conceptual basis. Attitude alone do not influence behavior but these acts with other factors in the individual influencing behavior, such as personality, perception, motivation, etc. Further, attitudes are also affected by the individual dimension as well as the objects, persons, and ideas. Attitudes have been through as serving four functions and there by influencing the behavior. These are instrumental, ego defensive, value orientation and knowledge.

- Instrumental: Attitudes serve as a means to reach a desired goal or to avoid an undesired one. Instrumental attitude are aroused by the activation of a need or cues that are associated with the attitude object and arouse favorable or unfavorable feelings.
- Ego-Defensive: The ego-defensive functions of attitude acknowledge the importance of psychological thought. Attitude may be acquired by facing threats in the external world or becoming aware of his own unacceptable impulses.
- Value Orientation: The value-orientation function takes in to account attitudes that are held because they express a person's self-image, or by cues that engage the person's values and make them salient to him.
- Knowledge: The knowledge function of attitude is based on a person's need to maintain a stable, organized and meaningful structure of the world.
- Attitude that provides a standard against which a person evaluates the aspects of his world and serve as the knowledge function too.

1.2 Methods of Attitude Change

There are various methods through which a positive change in attitudes may be brought. In the social context, Cohen has suggested four methods for attitude change. They are

Communication of additional information.

Approval and disapproval of a particular attitude.

Group influence, and

Inducing engagement in discrepant behavior

In some or the other, all these methods involve introducing discrepancies among the elements making up the individual's attitudes in the hope that the elements will be rebalanced through the effective component of the attitudes. From the organization point of view, a Manager can take following actions in bringing change in attitudes of its organizational members.

Group action

Persuasion through leadership

Persuasion through communication and

Influence of total situation.

These actions involve the analysis of different variables affecting a particular action.

1.3 Values and Attitudes

- Some researchers see values as consisting of large sets of related attitudes. For example, "Fishbein" and "Ajzen" have included two components in attitudes-informational, emotional. Thus, they have taken values as a part of attitudes. However, some differences exist between values and attitudes

1.4 Values and Behaviour

Behaviour of people is influenced by the values which they hold, particularly in terms of those stimuli which have some value orientation in the organizational context, understanding the influence of individual value system on the behaviour of individuals in the following manner:

- Values influence an individual perception about the problems he faces and consequently the decision he makes to overcome those problems.
- Values influences the way in which an individual looks at the other individual and groups of individuals, that is, interpersonal relationship
- Values determine the extent to which individuals accept organizational pressures and goals

II. EMPLOYEE'S ATTITUDES TOWARDS THE ORGANIZATION

Attitudes are not the same as values, but the two are interrelated. You can see this by looking at the three components of an attitude: cognition, affect and behavior. The belief that "discrimination is wrong" is a value statement.

2.1 Types of Attitudes

A person can have thousands of attitudes, but Organizational Behaviour focuses our attention on a very limited number of work-related attitudes. These work-related attitudes tap positive or negative evaluations that employees hold about aspects of their work environment.

2.2 Job Satisfaction

The term job satisfaction to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds positive attitudes about their job, while a person who is dissatisfied with his or her job holds negative attitudes about the job Organizational Commitment

The third job attitude is organizational commitment, which is defined as a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization Attitudes and Consistency Research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behaviour.

2.3 Moderating Variables

The most powerful moderates have been found to be the importance of the attitude; specially, its accessibility, whether there exist social pressures, and whether a person has direct experience with the attitude.

2.4 Cognitive Dissonance Theory

This theory sought to explain the linkage between attitudes and behaviour. Dissonance means an inconsistency

2.5 Attitude Survey

The preceding review indicates that knowledge of employee attitudes can be helpful to managers in attempting to predict employee behaviour. But, how does management get information about employee attitudes

2.6 Individual Factors

Individuals have certain expectation from their jobs. If there expectations are met from the jobs, they feel satisfied. These expectations are based on an individual's level of education, age, and other factors.

1. **Level of Education:** Level of education of an individual is a factor which determines the degree of job satisfaction. For example, several studies have found the negative correlation between the level of education, particularly higher level of education and job satisfaction.

2. **Age:** Individuals experience different degrees of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, get gradually reduced, starts rising up to certain stage and finally dips to a low degree.

3. **Other factors:** Besides the above two factors, there are other individual factors affect job satisfaction. If an individual does not have favorable social and family life, he may not feel happy at the work place. Similarly, other personal problems associated with him may affect his level of job satisfaction

Effect of his Job Satisfaction

Job satisfaction has a variety of effects. The effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism, and turnover.

2.7 Physical and Mental Health

The degree of job satisfaction affects an individual's physical and mental health. Since, job satisfaction is a typed of mental feeling, its favorableness or unfavourableness affects the individual psychologically which for example, "Lawler" has pointed out that drug abuse, alcoholism, and mental and physical health results from psychologically harmful jobs.

2.8 Improving Job Satisfaction

Job satisfaction plays a significant role in the organization. Therefore, Managers should take concrete steps to improve the level of job satisfaction. These steps may be in the form of job re-designing to make the job more interesting and challenging, improving quality of work life, linking rewards with performance, and improving overall organizational climate.

2.9 Attitude Measurement

Attitudes are subjective attributes of people. They can be regarded as construct in the sense that they are conceptualizations of human statistical evidence.

The scale is then presented to the respondents. Each respondent checks the statement in pulling together numerous methods dealings with attitude measurement. They are:

- Self Report
- Indirect Tests
- Direct Observation Techniques
- Psychology Reaction Techniques

III. REVIEW OF LITERATURE

3.1 Literature Survey

From the Wall Street Journal Online:

A majority of U.S. employees say they are satisfied with their job and nearly half feel pride in their career, according to a recent, "Harris Interactive Poll". Still, many U.S. employees dislike their jobs, suffer from burnout and don't have good feelings about their employers and Senior Managers, the poll shows. Employees in small organizations are more likely to have positive attitude towards their jobs, their employers and their top managers.

Of people working for small employers, 54% of those polled say they are satisfied with their job, and company. 38% of those working for large employers feel they are at dead-end jobs, compared with 24% of those working for companies feel "this is the best organizational to work for" only 25% of the people working for large organizations, compared with for small employers, believe that the top manages display integrity and morality. This survey also shows that younger workers have much more negative view of their job than older workers. Among the older workers, 59% say a good deal of their pride comes from their work and careers, compared with just 37% of the younger workers. Likewise, among 64% of the older workers, only 47% of the younger workers really care about the fate of the organization for which they work. Overall, while 595 of the employees are

satisfied with their jobs, that two out of every five 41% of the workers aren't satisfied. In addition, one-third of the workers feel they are in dead-end jobs, and "trying to cope with feeling of burn out". Burn out is much more prevalent among the workers' ages between 18-24 years, 47% report feeling burned out, compared with 28% of the older workers.

Ms. B. Nagalakshmi, 2006, had done a project on "Employee Attitude towards the Organisation in "Lakshmi Machine Works Limited" and she suggested that Management/HR department may be changing the procedures or approaches to improve the employees' positive attitude towards them by participation from them. Attitudes change from person to person. In an organization, the functions and procedures followed by the management/HR department should accepted and negative attitudes if any may be identified at an earlier stage. Relationship of the employees with the HR Department may be enhanced to reduce negative attitude among the employees in general which will lead to prosperity of the company through profits and that of the employees through enhanced quality of work life.

Ganguli (1964) has argued that the factors that determine performance of the workers in an industrial job can be classified under three heads.

1. Personal factors
2. Work factors
3. Environmental (physical and social) factors

Personal Factors refer to skills of workers and the degree of motivation that determine the extent to which he will apply his skill to the job. Work factor refers to tools and equipment, method of work and materials used. Examples of environmental factors are (a) physical lighting, ventilation, etc. (b) social and psychological nature of leadership (supervisory and managerial), social climate in the shop, nature of the group formation amongst members, etc and (c) Nature of organizational controls, communication patterns, etc.

Mr. Vijayanand, 1999, had done a project on "job satisfaction", among the employees in "Sakthi Sugars" and he suggested that the organization has to concentrate more on labour measures and also with regard to the maintenance of buildings.

Mr. Vasudevan.C, 1999, had done a project on "job satisfaction" among the workers in "ELGI Electric and Industries Limited" and he suggested that the organization may provide better working conditions, can reduce the hours of work and provide more career advancement opportunities.

According to Vroom(1964), productivity depends upon two major variables viz., employees' job performance and resources utilized. In most organizational performance of the employees is relatively more important than the equipments and raw materials. Even in automated operations, productivity in strategic and coordinate systems largely depends up on the human performance. Performance of a worker on a task or job is a direct function of his motivation.

According to Hark Mantel(1971), the nature of the relationship between job characteristics and employee reactions to their work(including satisfaction, performance, and absenteeism) will depend upon the need status of the employees.

Maslow proposes that employees' emerge in a hierarchical fashion and it is important for the organization to satisfy their needs, failing which the employees may exhibit non productivity and effectiveness of the organization.

Fleishman (1953) has studied the relationship of supervisory behaviour with the productivity and morale of the sub ordinates, superiors create certain climate in their department and high consideration results in high productivity and morale.

Mr. R.K. Selvam has made 'A Study on Worker' Expectations on Labour Welfare Facilities in 1998. In TTK Prestige Limited, the sample size was 60. He used the interview schedule for primary data collection; the secondary data was collected through discussion with officials of the Personnel Department from the data it was found that almost every one were satisfied.

Mr. Rajaprabakaran has conducted a research on 'The Study on level of Motivating the Employees with special reference to TTK Prestige Limited in 2002. The sample size was 300 and he used the interview schedule for the primary data collection. He found that 28% of employees were motivated with the working conditions of the company. All of them were motivated with the first-aid facilities.

Argyris (1957) identified a style of leadership ranging from immaturity.

He holds that the effective leader or manager will help people to move from a style of immaturity or dependent, towards a style of maturity.

IV. OBJECTIVES OF THE STUDY

1. To know the employees' psychological behaviour towards the organization.
2. To know the reasons for the employees' positive attitude.
3. To know the reasons for the employees' negative attitude.
4. To know the employees' expectations from the organization.
5. To make suggestions to improve the attitude of the employees to the management.
6. To study the attitude of the employees towards private organization.

V. RESEARCH METHODOLOGY

5.1 Introduction

Research is an active, diligent and systematic process of inquiry in order to discover, interpret, and revise facts, events, behaviors or theories or to make practical applications with the help of such facts, laws or theories. The tem research is also used to describe the collection of information about a particular subject.

Employees' attitude towards the organization should be known by the

entire organization to reduce the grievance. The main objective is to find out the number of employees who are having positive attitude and or negative attitude and what tends to the same. Here, the general employee opinion survey method has been followed. The questionnaires were directly handed over to the employees of the organization for their responses.

5.2 Sampling Method

The sample size taken is 180 which has been selected through Stratified

5.3 Random Sampling.

When the markedly heterogeneous group is first sub-divided into groups or 'stratas' in such a manner that all items in any particular group are similar with regard to the characteristic under consideration. From each such 'strata' items are chosen at random.

5.4 Tools For Data Collection

Questionnaire is the main tool for data collection. Questionnaire has been distributed to the employees directly and a discussion also has been done.

5.5 Statistical Tools Used

The following are the statistical tools used in this project to arrive specific results.

Percentage Analysis:

Percentage analysis is a statistical tool, which is used to identify the percentage of responses the respondent have given.

Percentage=(No of respondents/Total No. of Samples)X100

VI. ANALYSIS AND INTERPRETATION

1. It is interpreted from the table 7 % of the respondents belongs to 31 to 40 years, 63 % of respondents belongs to 41 to 50 years and 30% of respondents belongs to 51 to 60 percentage
2. It is interpreted from the table 19 % of the respondents belong to below high school, 24 % of respondents belongs to high school, 17% of respondents belongs to graduate and 40 % of respondents belongs to technical qualification and diploma.
3. It is interpreted from the table 87 % of the respondents belongs to below married, 23 % of respondents belongs to single.
4. It is interpreted from the table 8.9 % of the respondents belongs to 3 years to 6 years, 26.1% of the respondents belongs to 6 years to 9 years, 35.6 % of the respondents belongs to 9 to 15 years and 29.4 % of the respondents belongs to 15 years and above.
5. It is interpreted from the table 3.3% of the respondents belongs to bachelor, 6.1% of the respondents belong to 2 members of the family, 38.9% of the respondents belongs to 3 members in the family, 50% of the respondents belongs to 4 members in the family, and 1.7% respondents belongs to 5 member family.
7. It is interpreted from the above table , 25% of the respondents draw rs 6000 to 8000, 40 % of respondent draw 8000 to 10000, 16% of the respondents belongs to 10000 to 12000, and 17% of the respondents belongs to 12000 and above.
8. 85% of the respondents are highly satisfied of type of work, 14.4% of the respondents are satisfied on type of the work and .6% percentage of respondents are neither satisfied nor dissatisfied on type of the work

9. 91.7 % of the respondents are highly satisfied of work load, 3.9 % of the respondents are satisfied on work load and only 4.4 % of respondents are neither satisfied nor dissatisfied on work load .

Working Hours

| | Frequency | Percent |
|------------------------------------|-----------|---------|
| Highly satisfied | 168 | 93.3 |
| satisfied | 11 | 6.1 |
| Neither satisfied nor dissatisfied | 1 | .6 |
| Total | 180 | 100.0 |

Working Condition

| | Frequency | Percent |
|------------------|-----------|---------|
| Highly satisfied | 173 | 96.1 |
| satisfied | 7 | 3.9 |
| Total | 180 | 100.0 |

Responsibilities/Assignment Given

| | Frequency | Percent |
|------------------------------------|-----------|---------|
| Highly satisfied | 164 | 91.1 |
| satisfied | 14 | 7.8 |
| Neither satisfied nor dissatisfied | 2 | 1.1 |

Treatment by the Management

| | Frequency | Percent |
|------------------------------------|-----------|---------|
| Highly satisfied | 166 | 92.2 |
| satisfied | 13 | 7.2 |
| Neither satisfied nor dissatisfied | 1 | .6 |

Discipline action

| | Frequency | Percent |
|------------------|-----------|---------|
| Highly satisfied | 168 | 93.3 |
| satisfied | 12 | 6.7 |

Coordinal relationship

| | Frequency | Percent |
|---------------------------------------|-----------|---------|
| Highly satisfied | 165 | 91.7 |
| satisfied | 7 | 3.9 |
| Neither satisfied nor dissatisfied | 8 | 4.4 |

Work Group Cohesiveness

| | Frequency | Percent |
|---------------------------------------|-----------|---------|
| Highly satisfied | 168 | 93.3 |
| satisfied | 10 | 5.6 |
| Neither satisfied nor dissatisfied | 2 | 1.1 |
| Total | 180 | 100.0 |

Job Security

| | Frequency | Percent |
|------------------|-----------|---------|
| Highly satisfied | 161 | 89.4 |
| satisfied | 19 | 10.6 |
| Total | 180 | 100.0 |

Quality of work life

| | Frequency | Percent |
|------------------|------------|--------------|
| Highly satisfied | 167 | 92.8 |
| satisfied | 13 | 7.2 |
| Total | 180 | 100.0 |

VII. FINDINGS

1. Employee's mental status with respect to do their work when providing good environment obtained good. it works like $2 \times 2 = 4$ (2% of employee efforts and 2% of good working condition).
2. Psychological behaviour of employees during positive environment going to be positive .and attitude of employee also become positive. like $10 - 2 = 8$ (if positive is more and negative is less efforts always come to positive)
3. Good salary, good working condition, respectful job, good relationship between employer employee are the best sources of positive attitudes.
4. Discipline action regarding employee is the first step to improve employee attitude.
5. Degree of absenteeism low when organization provides cordial relationship with their work. even stress will be low and behaviour will be positive when organization provide better working condition.

VIII. CONCLUSION

Job Security is a potential tool for the motivation of the employees which in this study shows that, the employees have a negative attitude towards it. The management may make the employees understand that they are the partners of the business and the employees' organization life depends up on the constructive contributions made by them. Only half of the respondents are satisfied with the medical facilities and safety procedures provided in the organization which means that the remaining half of them are not satisfied. Therefore, the management with regard to the medical facilities along with ESI may offer a minimal amount exclusively for the medical expenditure as a special package for different levels of employees. This may motivate them and restrict them to avail leave. As per the respondents' opinion, safety procedures followed are not up to the mark which also is one of the reason for regular absenteeism. The respondents also feel that the leave facilities provided are also not adequate. Management in this regard may identify the ways by which leave facilities may be improved without disturbing the regular schedule of work, by giving restricted holidays, by increasing the number of paid holidays etc. Workers' Participation in Management is one of the criteria which do not have a good satisfaction from most of the employees in any of the organization. This also happens to be true in this organization, which reduces the morale and motivation of the employees. Therefore, the management may formulate strategies based on the Workers' Participation in Management bill or prepare a tailor-made guideline for the extent of participation by the workers in the management decisions because when decision marker execute, the execution proves worthy.

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