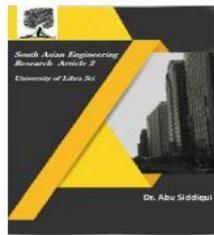




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EMPLOYEES ATTITUDE TOWARDS THE ORGANIZATION

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Abstract: Employees are the cornerstone of your business. Employee attitude surveys give your workforce the opportunity to provide confidential feedback on their opinions of your company. These surveys are an important way for businesses to measure job satisfaction, employee motivation, opinions and attitudes. The goal is to enhance employee morale and productivity as well as provide organizations with a picture of where improvements can be made. To build integrity and trust among your employees, the results of your survey should be effectively communicated and acted upon by your company. There is nothing worse than taking the time to survey your employees and then never getting around to implementing any of the feedback you receive. To know the employees attitude towards the organization. To know employee psychological behavior towards organization. To know the employees expectations from the organization. To make suggestions to improve the attitude of the employees. The job enables the employees to develop their skills. The employees change themselves according to the changing conditions of the organization. The employees are ready adapting themselves to unexpected obstacles in the organization. The employees remain persistent even under adversity. The employees try to solve and manage conflict in a positive and constructive manner. The company inspires motivation and guides the employees towards the goal of the organization. The employees works with specific responsibility. The employees who work hard are reward by the company. The management is flexible and ready to understand the employees personal life. The employees are encouraged to develop new and more efficient ways to work. This study has some limitations. They are Only 100 sample size has been taken for this study. So, if this study is conducted to maximum persons, it may give accurate overall attitude of the employees. It is done in Coca-Cola, so it cannot resemble the entire population working in the whole industry. The interpretation being based on percentage method is not definite. The report is subjects to changes with fast changing scenario.

I. INTRODUCTION

Human Resource Management (HRM) is the function within an organization that focuses on recruitment and management of people and providing the direction for the people who work in the

organization. Human Resource Management can also be performed by line managers. Human Resource Management is the original function that deals with issues related to people such as compensation,

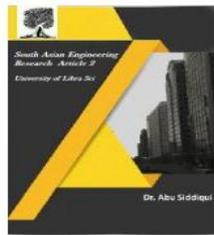


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hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration and training.

Administrative activities associated with human resources planning, recruitment, selection, orientation training, appraisal, motivation, remuneration, etc. Human Resource Management aims at developing people through work. Human Resource Management (HRM) is a relatively new approach to managing people in any organisation. People are considered the key resource in this approach. It is concerned with the people dimension in management of an organisation. Since an organisation is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities. These activities fall in the domain of HRM. Human Resource Management is a process, which consists of four main activities, namely, acquisition, development, motivation, as well as maintenance of human resources. Scott, Clothier and Spriegel have defined Human Resource Management as that branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and the group. Human Resource Management is responsible for maintaining good human relations in the organisation. It is also concerned with development of individuals and achieving integration of

goals of the organisation and those of the individuals. Organizations are not mere bricks, mortar, machineries or inventories. They are people. It is the people who staff and manage organizations. HRM involves the application of management functions and principles. The functions and principles are applied for developing, maintaining, and providing remuneration to the employees in organizations. Decisions on different aspects of employees must be consistent with other human resource (HR) decisions. Decisions made must influence the effectiveness of an organization. Effectiveness of an organization must result in betterment of services to customers in the form of high-quality products supplied at reasonable costs. HRM functions are not confined to business establishments only. They are applicable to non-business organizations too, such as education, health care, recreation, and the like.

1.1. EMPLOYEE'S ATTITUDE:

A. 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 into 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.

B. 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

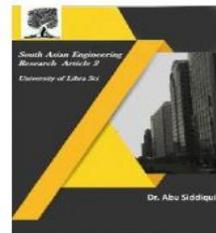


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definition of the term attitude, and divergent points of view regarding the concept of attitude have developed.

OBJECTIVES OF THE STUDY

1. To know the employees attitude towards the organization
2. To know employee psychological behavior towards organization
3. To know the employees expectations from the organization
4. To make suggestions to improve the attitude of the employees

II.LITERATURE REVIEW

2.1.THEORETICAL FRAME WORK OF EMPLOYEE'S ATTITUDE

In the literature, often, there is a considerable amount of overlapping in these three terms. Most psychologists, however, believe that attitudes are more fundamental to human behavior than are the related aspects. For this reason, more attempts have been made to analyze attitudes as compared to others. Obviously attitudes are an important consideration because of their central position in the process of transforming work requirements in to efforts. 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.

A. 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.

B. 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.

C. 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.

D. KNOWLEDGE: The knowledge function of attitude is based on a person's need to maintain a stable, organized and meaningful structure of the world.

E. ATTITUDE that provides a standard against which a person evaluates the aspects of his world and serve as the knowledge function too.

These functions of attitudes affect the individual's way of interpreting the information coming to him. Since attitudes intervene between work requirements and work responses, information about how people feel about their jobs can be quite useful in the predication about work response. Thus, these types of attitudes can portray areas of investigation for making the

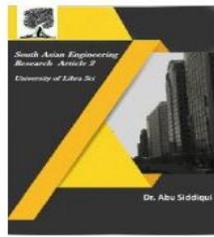


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individual and the organization more compatible.

2.2. FACTORS IN ATTITUDE

FORMATION:

The attitudes are learned. Though there are different approaches as how learning works and is acquired by an individual, generally it is held that individuals learn things from the environment in which they interact. Thus, for attitude formation, all these factors must be taken in to account from which people learn. Such factors may be analyzed in terms of groups starting from the family as a group, an individual moves in a close group, then to longer groups, and finally to the society as a whole. A part from these groups, the individual's psychology which makes up particularly his personality, is also responsible for behavior and attitudes.

2.3.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 individuals 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 brining 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.

2.4.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. Attitudes are specific and related to distinct objects; people, or ideas. Values are more general than attitudes; values often contain statement of goodness or badness associated with the attitudes which people hold. Values are, then, beliefs about which attitudes we should have or how we should behave.

2.5.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

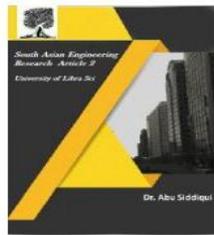


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and groups of individuals, that is, interpersonal relationship. Values become the basis of such interpersonal relationship interactions.

- Individuals judge organizational success as well as its achievement of the basis of their value system. Thus, for some individuals, organizational success may be in the form of high profit learning irrespective of the means adopted whereas, this may be a mean thing for other individuals.
- Individuals set limit for the determination of what is ethical or unethical behaviour for themselves as well as for the others.
- Values determine the extent to which individuals accept organizational pressures and goals. If these do not match with the value held by them, they thwart the organizational pressures and goals, and even leave the organization.

2.6.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.

2.7.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. Most of the research in OB has been

concerned with three attitudes: job satisfaction, job involvement, and organizational commitment.

2.8.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. When people speak of employee attitudes, more often mean job satisfaction.

III.METHODOLOGY

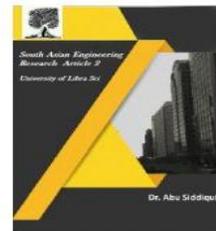
Research is an active, diligent and systematic process of inquiry in order to discover, interpret, and revise facts, events, behaviors or theories or to make practical applications with the help of such facts, laws or theories. The team research is also used to describe the collection of information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

3.1.SAMPLING OF THE STUDY

A sample is often needed to capture information from across the organization. little sampling will serve this purpose. Sample means that "a cluster that has been taken from an outsized quantity".



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This little cluster ought to have a miniature cross section and have a very "representative" character. This choice method is termed sampling.

3.2.SAMPLE SIZE

Probe may be a device for learning plenty by observant some persons. the chosen sample is "100".

Sample coming up with consists of 4 main elements

Sampling unit: worker □ Sample size: a hundred □ Population: 598 □ Sample Frame: Coca Cola, Hyderabad □ Sampling: convenient sampling

3.3. Non-probability sampling (not random)

The method doesn't supply each part within the universe a celebrated likelihood to be sampled. The choice method is a minimum of notably subjective.

3.4. 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.

3.5. STATISTICAL TOOLS USED:

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

3.6. PERCENTAGE ANALYSIS:

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

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

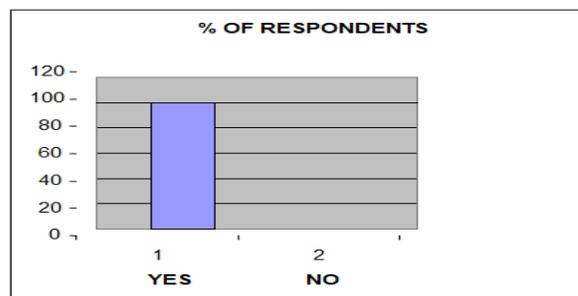
IV. DATA ANALYSIS AND INTERPRETATION

1) Do you feel that training programmers are necessary for employees?

(a) YES

(b) NO

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	100	100
2	NO	0	0
	TOTAL	100	100



INTERPRETATION:

From the higher than analysis we will able to conclude that 100% of staff supposes that the coaching programmers are necessary for the workers. The third staff feels that coaching programmers aren't needed for workers.

2) Do you have promotional policies in organization?

(a) YES

(b) NO

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	100	100
2	NO	0	0
	TOTAL	100	100

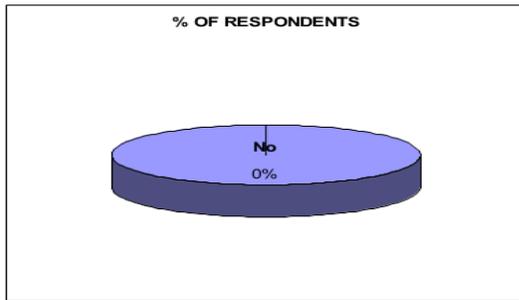
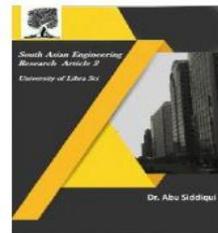


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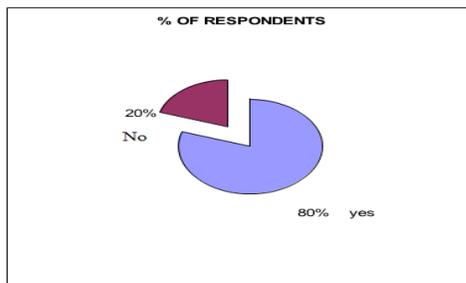
INTERPRETATION:

About 100% of workers say that they need a promotion policy within the organization.

3) Does your management give you recognition for good results?

- (a) YES (b) NO

S.NO	OPTIONS	NO OF RESPONDENTS	% OF RESPONDENTS
1	YES	80	80
2	NO	20	20
	TOTAL	100	100



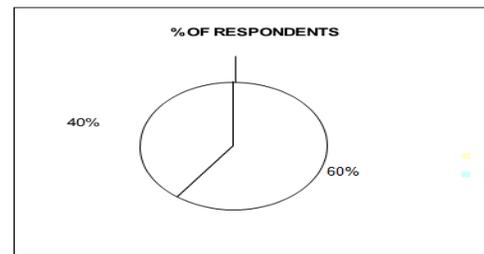
INTERPRETATION:

From the higher than analysis, we are able to conclude that eightieth of workers respond that their management acknowledges their sensible results and also the workers answer that their management doesn't acknowledge their sensible results.

1) What is the overall impression of the Organization?

- (a) Excellent (b) Good (c) Satisfactory (d) Poor

S.NO	OPTIONS	NO.OF RESPONDENTS	% OF RESPONDENTS
1	EXCELLENT	0	0
2	GOOD	60	60
3	SATISFACTORY	40	40
4	POOR	0	0
	TOTAL	100	100



INTERPRETATION:

About hr of staff rated the general impression of the organization pretty much as good. half-hour of the employees were satisfactory and 1/3 of the employees were wonderful and unhealthy for the general impression of the organization

Employee Benefits

1) Is the physical working conditions are taken care by superiors?

- A) Yes B) No C) Some time D) Can't say

PARTICULARS	RESPONDENTS
YES	40
NO	25
SOME TIME	25
CAN'T SAY	10

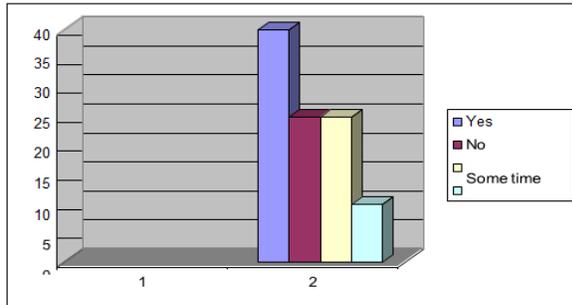
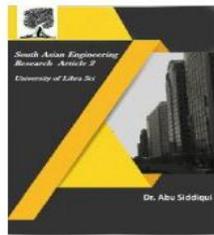


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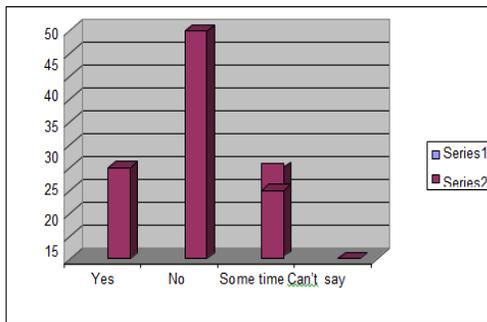
INTERPRETATION:

More staff say that physical operating conditions are maintained solely by superiors.

- 4) Are you accustomed to work under many supervisors for the same nature of work?

- A) Yes B) No C) Some time D) Can't say

PARTICULARS	RESPONDENTS
YES	25
NO	50
SOME TIME	25
CAN'T SAY	0



INTERPRETATION:

A few folks say that they're accustomed operating beneath loads of supervisors for an equivalent quite work.

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 reasons 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.

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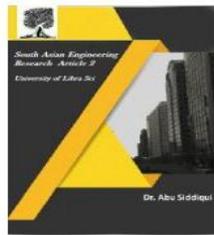


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2. www.hr4you.com
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