A Study on Employees Attitude Towards The Organization and Job Satisfaction

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Abstract: *The analysis has been made mainly based on the primary data that is by the employees' opinion survey method. For this a sample size of 180 was taken and the stratified random sampling method has been used to select the samples from the total population. The study provides the opinion of employees about all the H.R. functions of Alstom Power Project Industries Ltd. and identifies the three major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude in particular ie. job satisfaction: The causes of employee attitudes, the results of positive or negative job satisfaction, and how to measure and influence employee attitudes, employment conditions, wages and incentives, interpersonal relationship, working conditions, management practices, etc. Percentage analysis and CHI-Square test is used to reveal that there is no relationship between job enrichment and 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.*

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

1. Introduction

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. It is necessary to be precise in defining attitudes, because the variety of published definitions and descriptions is almost endless. Attitude may 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. "Attitude is a mental and neural state of readiness organized through experience, exerting a directive or dynamic influence upon the individual's response to all objects and situations with which it is related".

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.

Determinants of Job Satisfaction: While analyzing various determinants of job satisfaction, we have to keep in mind that all individuals do not receive the same degree of satisfaction though they perform the same job in the same job environment and at the same time. Therefore, it appears that besides the nature of job and job environment, there are individual variables which affect job satisfaction. Thus all those factors which provide a fit among individual variables, nature of job and situational variables determine the degree of job satisfaction.

Effect of 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.

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 favourableness 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.

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.

Job Involvement: The term job involvement is a more recent addition to the OB literature while there isn't complete agreement over what the tem means. A workable definition states that job involvement measures the degree to which a person identifies him with his or her job and considers his or her perceived performance level important to self worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

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. So, high job involvement means identifying with one's specific job, while high organizational commitment means identifying with one's employing organization.

Attitudes and Consistency: Research has generally concluded that people seek consistency among their attitudes and between their attitudes and their behaviour. This means

that individuals seek to reconcile divergent attitudes and align their attitudes and behaviour so that they appear rational and consistent. When there is an in consistency, forces are initiated to return the individual to an equilibrium state.

Cognitive Dissonance Theory: This theory sought to explain the linkage between attitudes and behaviour. Dissonance means an inconsistency. Cognitive dissonance refers to any incompatibility that an individual might perceive between two or more of his or her attitudes, or between his or her behaviour and attitudes.

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. Important attitudes are one's that reflect fundamental values, self-interest, or identification with individuals or groups that a person values. Attitude that individuals consider important tend to show a strong relationship to behaviour.

2. Significance of the Study

- Job Satisfaction is an important output that employees work for Organization.
- It comprises of extrinsic and intrinsic factors and helps to maintain an able and willing work forces.
- It is an interesting and significant area for conducting research.
- The study made on the topic of Job Satisfaction will reveal the factor of feelings of employees.
- This report is useful to the management of the company to know the satisfaction levels of employees and they can take measures to increase productivity.
- This report may be useful to the management students for reading, and may be useful in preparing their report on the job satisfaction" In business concerns, public organization etc.

3. Review of Literature

Robbins (2003) defined attitudes as evaluative statements and they can be either favourable or unfavourable concerning objects, people, or events. Therefore they reflect how one feels about something. The favourable statements may provide positive effects regarding the concerned object, person or event whereas unfavourable statement may provide negative effects. An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations. This definition of attitude has certain implications for managers. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are closed to the core of personality. Some attitudes are persistent and enduring; yet, like each of the psychological variables, attitudes are subject to change (Fishbein and Ajzen, 1975).

According to Smith, Kendall and Hulin (1969), job

satisfaction is the extent to which a person is gratified or fulfilled by his or her work. Extensive research on job satisfaction shows that personal factors such as an individuals needs and aspirations determine this attitude, along with group and organizational factors such as relationships with co-workers, supervisors, working conditions, work policies, and compensation. Job satisfaction is referred to an individuals general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job (Robins, 2003).

4. Research Problem

Attitudes have significant effects on the behaviour of a person at work. Some of the areas of attitudes that a person in the world of work is concerned with are superior, subordinates, peers, supervision, pay, benefits, promotions or anything that leads to trigger positive or negative reactions. These attitudes reflect a particular persons likes and dislikes towards other people, objects, events and activities in that persons surrounding environment. Some of the strong attitudes are likely to affect persons behaviour and this makes the enthusiasm to study and know about attitudes.

5. Research Objectives

- To know the employees' attitude towards the organization.
- To know the reasons for the employees' positive attitude.
- To know the reasons for the employees' negative attitude.
- To know the employees' expectations from the organization.
- To make suggestions to improve the attitude of the employees to the management.
- To study the attitude of the employees towards their work.

6. Research Methodology

Primary data was used for the present study. The primary data was collected from 180 sample respondents from Alstom Power Projects Limited, Durgapur. For collecting the first-hand information from the respondents, sample respondents were chosen by convenience sampling method. Questionnaire was the main tool used to collect the pertinent data from the selected sample respondents. For this purpose, a well structured questionnaire was framed. Field survey method was employed to collect the primary data from the selected sample respondents. Secondary information was collected from sources like website, articles from magazines, news papers and journals. The statistical tools used for the study are Percentage and frequency, Chi-square test and ANOVA .

1. Age Profile of Respondents

Table 1

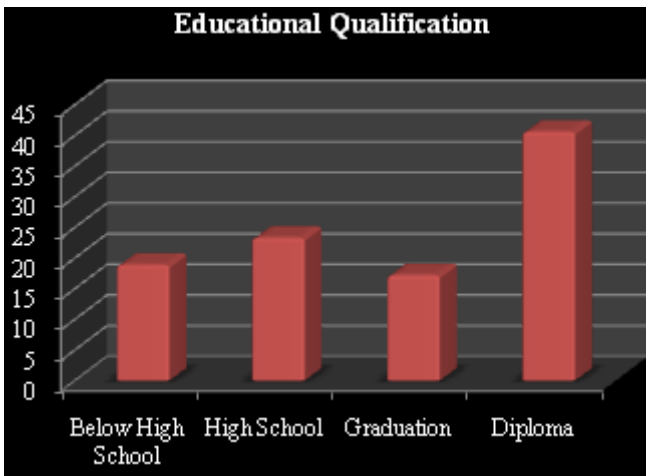| Age Group	Frequency	Percentage (%)
31 to 40	13	7.2
41 to 50	113	62.8
51 to 60	54	30.0
Total	180	100.0

103
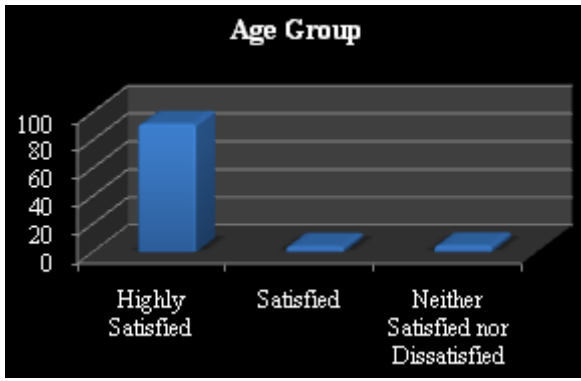
Interpretation

It is interpreted from the table 7% of the respondents belongs to 31 to 40 years, 63% of respondents belongs to 41 to 5o years and 30% of respondents belongs to 51 to 60 years.
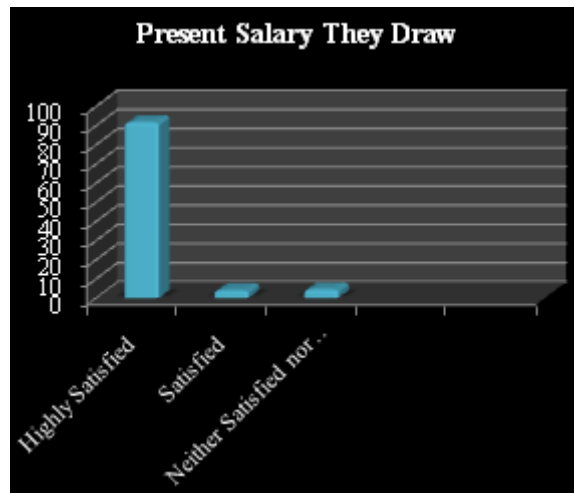
Interpretation:

It is interpreted from the table 8.9% of the respondents belongs to 3 to 6 years, 26.1% of the respondents belongs to 6 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.

2. Educational Qualification Of Respondents

Table 2

Qualification	Frequency	Percentage (%)
Below High School	34	18.9
High School	42	23.3
Graduation	31	17.2
Diploma	73	40.6
Total	**180**	**100.0**

4. Present Salary Respondents Draw

Table 4

Present Salary	Frequency	Percentage (%)
Rs. 6000 to Rs. 8000	45	25.0
Rs. 9000 to Rs. 10000	73	40.6
Rs. 11000 to Rs.12000	30	16.7
Above 12000	32	17.8
Total	180	100.0

Interpretation:
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.

Interpretation:
It is interpreted from the above table, 25% of the respondents draw rupees 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.

3. Length Of Service Of Respondents

Table 3

Length of Service	Frequency	Percentage (%)
3 yearsto 6 years	16	8.9
6 years to 9 years	47	26.1
9 years to 15 years	64	35.6
15 years and above	53	29.4
Total	**180**	**100.0**

5. Through Whom Did They Join This Organization?

Table 5

Source	Frequency	Percentage (%)
Help of Friends / Relatives	55	30.6
Legal Heirs	35	19.4
HRD Consultants	57	18.3
Open Call For	33	31.7
Total	180	100.0

Paper ID: SUB156244

104

Interpretation:

The table shows that 30.6% of the respondents belongs help of friend 19.4% of respondents say that legal heirs, 31.7% of the respondents through HRD consultants and the 18.3% respondents says from open call for option.
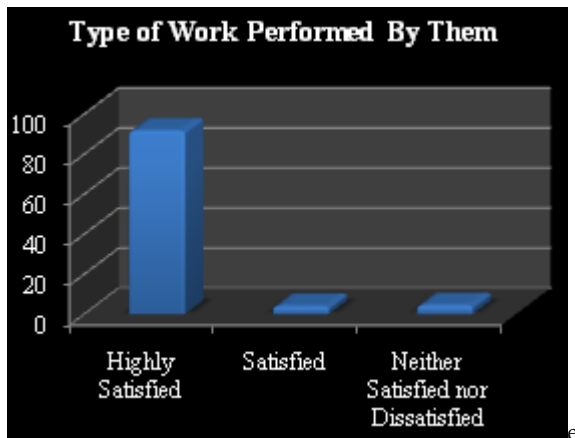
6. Type of Work Performed by Respondents

Table 6

Work Performed	Frequency	Percentage (%)
Highly Satisfied	153	85.0
Satisfied	26	14.4
Neither Satisfied Nor Dissatisfied	1	0.6
Total	**180**	**100.0**

Interpretation:

The table shows that 85% of the respondents are highly satisfied of type of work, 14.4% of the respondents are satisfied on type of the work and 0.6% of respondents are neither satisfied nor dissatisfied on type of the work

7. Work Load of the Respondents

Table 7

Work Load	Frequency	Percentage (%)
Highly Satisfied	165	91.7
Satisfied	7	3.9
Neither Satisfied Nor	8	4.4
Total	**180**	**100.0**

Interpretation:

The table shows that 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.

8. Job Rotation of the Respondents

Table 8

Job Rotation	Frequency	Percentage (%)
Highly Satisfied	154	85.6
Satisfied	20	11.1
Neither Satisfied Nor Dissatisfied	6	3.3
Total	**180**	**100.0**

Interpretation:

The table shows that 85.6% of the respondents are highly satisfied of job rotation, 11.1% of the respondents are satisfied on job rotation and only 3.3% of respondents are neither satisfied nor dissatisfied on job rotation.

9. Working Hours Of The Respondents

Table 9

Working Hours	Frequency	Percentage (%)
Highly Satisfied	168	93.3
Satisfied	11	6.1
Neither Satisfied Nor Dissatisfied	1	0.6
Total	180	100.0

Paper ID: SUB156244

105

Interpretation:

The table shows that 93.3% of the respondents are highly satisfied of working hours, 6.1% of the respondents are satisfied on working hours, and only 0.6% of respondents are neither satisfied nor dissatisfied on working hours.

10. Shift Timing of the Respondents

Table No. 10

Shift Timing	Frequency	Percentage (%)
Highly Satisfied	173	96.1
Satisfied	7	3.9
Total	**180**	**100.0**

Interpretation:

The table shows that 96.1% of the respondents are highly satisfied of shift timings, while only 3.9% of the respondents are satisfied on shift timing.

11. Treatment by the Management to the Respondents

Table 11

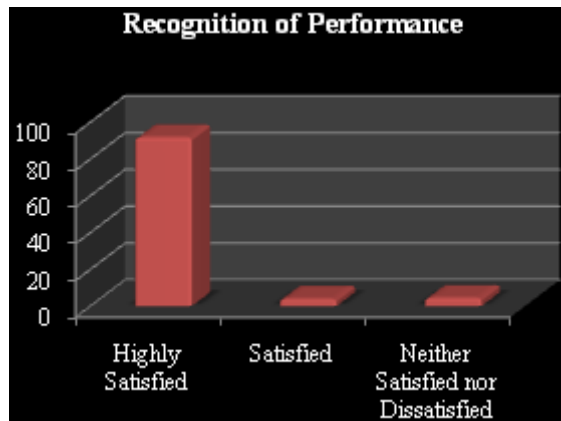| Treatment By The Management	Frequency	Percentage (%)
Highly Satisfied	166	92.2
Satisfied	13	7.2
Neither Satisfied Nor Dissatisfied	1	0.6
Total	180	100.0

Interpretation:

The table shows that 92.2% of the respondents are highly satisfied of treatment by management, 7.2% of the respondents are satisfied on treatment by management, and only 0.6% of respondents are neither satisfied nor dissatisfied on treatment by management.

12. Recognition of Performance of the Respondents

Table 12

Recognition of Performance	Frequency	Percentage (%)
Highly Satisfied	165	91.7
Satisfied	7	3.9
Neither Satisfied Nor Dissatisfied	8	4.4
Total	180	100.0

Interpretation:

The table shows that 91.7% of the respondents are highly satisfied of recognition by performance, 3.9% of the respondents are satisfied on recognition by performance and only 4.4% of respondents are neither satisfied nor dissatisfied on recognition by performance.

13. Job Security of the Respondents

Table 13

Job Security	Frequency	Percentage (%)
Highly Satisfied	161	89.4
Satisfied	19	10.6
Total	180	100.0

Interpretation:

The table shows that 89.4% of the respondents are highly satisfied of acceptance of job security while only 10.6% of

Paper ID: SUB156244
106

the respondents are satisfied on job security.

14. Quality of Work Life of The Respondents

Table 14

Quality of Work Life	Frequency	Percentage (%)
Highly Satisfied	167	92.8
Satisfied	13	7.2
Total	180	100.0

Interpretation:
The table shows that 92.8% of the respondents are highly satisfied of acceptance of quality of work life and only 7.2% of the respondents are satisfied on quality of work life.

7. 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. 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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