



Employee's Attitude Towards the Organization

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Abstract – This research investigates the multi-dimensional factors influencing employee attitudes within the organizational framework of Sakthi Sugars. Utilizing a stratified random sampling method with a sample size of 180, the study evaluates various HR functions, working conditions, and management practices. The analysis employs percentage analysis and CHI-Square tests to determine correlations between demographic variables and job-related satisfaction. Findings indicate that while a majority of respondents maintain a positive attitude toward welfare facilities and working conditions, specific areas such as job security and workers' participation in management require strategic improvement.

Keywords: - Job Satisfaction, Organizational Commitment, Employee Engagement, Work Motivation, Job Involvement

I. INTRODUCTION

Attitude is defined as a mental and neural state of readiness, organized through experience, which exerts a dynamic influence on an individual's response to all related objects and situations. In an organizational context, attitudes act as a critical intermediary between work requirements and work responses. Understanding these attitudes is essential for managers to predict employee behavior and harmonize individual goals with organizational objectives. This study focuses on three primary work-related attitudes: job satisfaction, job involvement, and organizational commitment.

II. LITERATURE REVIEW

Recent industrial research, such as the Harris Interactive Poll, suggests that while many employees are satisfied, a significant portion (41%) experience burnout or perceive their roles as "dead-end" jobs.

- **Performance Determinants:** Performance is classified into personal factors (skills/motivation), work factors (tools/methods), and environmental factors (physical/social climate).
- **Satisfaction and Motivation:** Research by Vroom (1964) posits that productivity is a function of employee performance and resource utilization, where performance is directly linked to motivation.
- **Leadership Impact:** Studies by Fleishman (1953) indicate that "high consideration" from supervisors results in improved morale and productivity.

Objectives of study

- **Employee Sentiment Assessment:** To identify and understand the current attitudes employees hold toward the organization.
- **Drivers of Positive Attitude:** To determine the specific reasons and factors that contribute to a positive attitude among employees.
- **Root Causes of Negative Attitude:** To investigate the underlying reasons why certain employees develop a negative attitude.

- **Expectation Mapping:** To clearly define what employees expect from the organization in terms of their work and environment.
- **Management Recommendations:** To provide actionable suggestions to management aimed at improving overall employee attitudes.

III. RESEARCH METHODOLOGY

The study employs a systematic process of inquiry to discover and interpret facts regarding employee sentiment.

- **Objectives:** The primary goal is to identify the prevalence of positive and negative attitudes, understand their underlying causes, and evaluate employee expectations.
- **Sampling:** A sample of 180 employees was selected via Stratified Random Sampling to ensure representation across heterogeneous groups within the organization.
- **Data Collection:** Primary data was gathered using a structured questionnaire distributed directly to employees.
- **Statistical Tools:** Data was analyzed using Percentage Analysis to identify response distribution and CHI-Square tests to test hypotheses regarding variable associations.

III. DATA ANALYSIS AND INTERPRETATION

The demographic profile of the respondents reveals a mature workforce, with 63% aged between 41 to 50 years and 30% between 51 to 60 years.

Variable	Category	Percentage
Age	41 to 50 Years	63%
Education	Diploma/Technical	40%
Marital Status	Married	87%
Salary	Rs 9,000 to Rs 10,000	40%

- **Educational Profile:** 40.6% of respondents hold a diploma or technical qualification, while 23.3% completed high school.



- Job Satisfaction Metrics: * Work Load: 91.7% reported being "highly satisfied".
- Shift Timing: 96.1% reported high satisfaction.
- Quality of Work Life: 92.8% of respondents expressed high satisfaction.

Satisfaction Metrics

The study recorded exceptionally high satisfaction levels in several operational areas:

- Shift Timings: 96.1% highly satisfied.
- Working Hours: 93.3% highly satisfied.
- Treatment by Management: 92.2% highly satisfied.
- Co-worker Relationships: 84% reported colleagues as "very helpful".

Hypothesis Testing (CHI-Square)

- Age vs. Work Type: The computed χ^2 (28.222) exceeded the table value (16.919), leading to the rejection of the null hypothesis. Conclusion: There is a significant association between age and the type of work performed.
- Job Rotation vs. Quality of Life: The computed χ^2 (222.533) was significantly higher than the table value (5.919). Conclusion: Job rotation practices directly impact the perceived quality of work life.

Findings

1-Employee attitude is deeply rooted in Psychology.

It is influenced by personal beliefs, experiences, and emotions, making it resistant to quick or superficial changes.

2-Attitude change requires a long-term approach

Organizations cannot expect immediate transformation; consistent efforts and strategic interventions are necessary.

3-Alignment of value is critical When individual values match organizational goals, employees are more likely to develop positive attitudes toward their work.

4-Organizational Commitment enhances performance

Employees who feel connected to the company's mission tend to be more productive, responsible, and engaged.

5-Management Play a key role in shaping attitudes

Leadership practices, communication, and organizational culture significantly influence how employees perceive their workplace.

6-Emotional Attachments drives loyalty.

Employees who identify with the organization develop a sense of belonging, leading to reduced turnover and higher retention.

7-Positive attitudes contribute to a healthy work environment

When employees feel committed, it improves teamwork, cooperation, and overall organizational climate.

8-Organizational Commitment is a Strategic advantages.

Companies that successfully foster commitment gain a competitive edge through motivated and dedicated employees.

Challenges and Limitations

- Scope: The study is limited to a sample of 180 and focused on a specific organization (Sakthi Sugars), meaning it may not represent the entire industry.
- Job Security: Despite high operational satisfaction, findings indicate that some employees harbor negative attitudes regarding long-term job security.
- Facilities: Only 50% of respondents were satisfied with current medical and safety procedures.

Discussions

The research highlights a "Work-Attitude Gap." While employees are satisfied with daily routines like shift timings and work groups, deeper structural issues exist:

- Absenteeism: Inadequate leave facilities and sub-par safety procedures were identified as primary drivers for regular absenteeism.
- Participation: A lack of "Workers' Participation in Management" was found to reduce overall morale.
- Educational Correlation: Interestingly, the study found no direct relationship between salary levels or educational qualifications and satisfaction with welfare facilities

IV. CONCLUSION AND RECOMMENDATIONS

Conclusion

Employee attitude is a complex psychological phenomenon that cannot be changed quickly. However, by aligning organizational goals with individual values, management can foster a state of "Organizational Commitment" where employees identify with the company's mission.

Recommendations

Transparent Promotions: Management should implement promotion schemes based on a balanced mix of seniority and performance.

Enhanced Welfare: Introduce specialized medical packages alongside ESI to motivate employees and reduce unauthorized leave.

Structural Participation: Formulate clear guidelines for worker participation in decision-making to increase execution efficacy and morale.

Safety Protocols: Upgrade safety procedures to meet industry standards, thereby reducing work-related stress and absenteeism.



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