

International Journal of Advance Research in Computer Science and Management Studies

Research Article / Survey Paper / Case Study

Available online at: www.ijarcsms.com

Special Issue: National Conference on Management, Economics & Social Science (NCMESS 2018)

Organized by: Department of Business Administration, ST. JOSEPH'S COLLEGE (AUTONOMOUS), Tiruchirappalli - 620002, India

A Study on Employee Attitude towards Management Practices and Coworkers Activities in it Sector

S. Clemence Jenifer

Assistant Professor (MBA, M.Phil, NET)
Department Of Business Administration,
St. Joseph's College (Autonomous),
Tiruchirappalli – 620002, India

Abstract: *For the success of an organization's performance the attitude of the employee's working over there plays a vital role. When an employee reports to work, his attitude affects his job performance and can have an impact on the employee morale and workplace productivity. Generally workers with good attitude have strong performance. This study outlines the employee's attitude towards management practices and coworkers in an IT sector.*

I. INTRODUCTION

An attitude is a hypothetical construct that represents an individual's degree of like or dislike for an item. Attitudes are generally positive or negative views of a person, place, thing, or event this is often referred to as the attitude object. People can also be conflicted or ambivalent toward an object, meaning that they simultaneously possess both positive and negative attitudes toward the item in question.

Attitudes are judgments. They develop on the ABC model (affect, behavior, and cognition). The affective response is an emotional response that expresses an individual's degree of preference for an entity. The behavioral intention is a verbal indication or typical behavioral tendency of an individual. The cognitive response is a cognitive evaluation of the entity that constitutes an individual's beliefs about the object. Most attitudes are the result of either direct experience or observational learning from the environment. This study deals with the employee attitude towards management practices and coworkers activities in IT sector.

II. LITERATURE REVIEW

According to Cooper (1988) "a literature review uses as its database reports of primary or original scholarship, and does not report new primary scholarship itself. The primary reports used in the literature may be verbal, but in the vast majority of cases reports are written documents. The types of scholarship may be empirical, theoretical, critical/analytic, or methodological in nature. Second a literature review seeks to describe, summarize, evaluate, clarify and/or integrate the content of primary reports".

Hovland, Janis, & Kelly (1953): provided one of the first major theories of attitude change, developed in the framework of Hull's learning theory, and oriented towards the effects of persuasive communication. According to the Hovland et al theory, changes in opinions can result in attitude change depending upon the presence or absence of rewards. The learning of new attitudes is no different in nature than any other verbal or motor skill, except that opinions relate to a single proposition whereas other skills involve a series of propositions. The acceptance of a new opinion (and hence attitude formation) is dependent upon the incentives that are offered in the communication.

Heider (1958): developed a balance theory of attitude change that was influenced by Gestalt principles. In Heider's theory, when beliefs are unbalanced, stress is created and there is pressure to change attitudes. The two main factors affecting balance are the sentiment (e.g., liking, approving, admiring) and unity (e.g., similarity, proximity, membership) qualities of beliefs. Balance exists if the sentiment or unity between beliefs about events or people is equally positive or negative; imbalance occurs when they are dissimilar in nature.

Festinger's theory of cognitive dissonance is one of the best known and most researched frameworks pertaining to attitude change. According to this theory, attitude change is caused by conflict among beliefs. A number of factors determine the strength of the dissonance and hence how much effort is required to change attitudes. By manipulating these factors, attitude change can be facilitated or inhibited.

Attitudes are part of the brain's associative networks, the spider-like structures residing in long term memory (**Higgins, 1986**) that consist of affective and cognitive nodes linked through associative pathways (**Anderson, 1983; Fazio, 1986**). These nodes contain affective, cognitive, and behavioral components (**Eagly & Chaiken, 1995**).

Katz (1960): proposed that attitudes serve a knowledge function, helping to organize and structure one's environment and to provide consistency in one's frame of reference (see also Smith et al., 1956). All attitudes likely serve this basic function to some extent. In addition, attitudes likely serve any of a number of other motives. Many attitudes serve a utilitarian function (Katz, 1960; see also Smith et al., 1956), helping to maximize the rewards and minimize the punishments. Obtained from objects in the environment. Such utilitarian attitudes serve to summarize the outcomes intrinsically associated with objects and to guide behavioral responses that maximize one's interests.

Abelson (1968): and others developed theories of cognitive consistency. Cognitive consistency suggests that people will try and maintain consistency among their beliefs and make changes (i.e., accept or reject ideas) when this doesn't occur. For example, if a college student who wants to live in a coed dormitory and also wants to get good grades is presented with the fact that students who live in coed dorms get poor grades, the student will either reject this proposition or change his attitudes about coed dorms or good grades.

Baron and Byrne (1984): define attitudes as relatively lasting clusters of feelings, beliefs, and behaviour tendencies directed towards specific persons, ideas, objects or groups.

Petty and Caioppo (1986): defined attitudes as: general evaluations people make about themselves, others, objects or issues and went on to say attitudes have a past, present and future; there were developed from past experience, they guide our current behaviour, and can direct our development in the future. An attitude is evaluative and enduring. It is a relatively stable disposition to evaluate some object or event.

Breckler and Wiggins (1992): define attitudes as "mental and neural representations, organized through experience, exerting a directive or dynamic influence on behavior". Attitudes and attitude objects are functions of cognitive, affective and conative components.

Schiffman and Kanuk (1996): definitions of 'attitude', contains most of the major concepts: a learned predisposition to behave in a consistently favourable or unfavourable way with respect to a given object. The main characteristics of attitudes are indicated by the key words in the definition: learned, predisposition, behave.

III. METHODOLOGY

Descriptive research design was adopted for the study with a quantitative approach conducted in the IT sectors. Top five IT companies were selected. A total of 100 employees participated in the survey.

A questionnaire was used as a survey instrument which consisted of two parts: questionnaire comprise of 32 question in total. It is spilt into two parts. The first part consists of 10 questions which explains the personal details of the respondents and the second part consists of 22 questions pertaining to the attitude of employees towards management practices and co workers.

To test the reliability of the data, Cronbach's alpha indicator was used. Values obtained in this study for the scale of attitude seem to be above 0.70 and hence considered a good indicator of reliability by the literature and to determine the employees attitude towards management practices and co.workers activities chi-square test was used. Since the data does not follow a normal distribution and uses categorical variables, the chi-square statistic which is a nonparametric statistical technique is used to determine if a distribution of observed frequencies differs from the theoretical expected frequencies.

IV. FINDINGS

Demographic Profile:

Most of the employees in the survey are in the age group 25-35 and are unmarried men who work as project associates who joined the company within two years. Many of them are living in a joint family and come from a rural background.

Hypothesis findings:

It was found that there is significant association between the age of respondents and the items “management recognizes & use my abilities and skill” and “proud to work for the company”. As they work for a longer period of time in the company, they get an attitude that the management recognizes them well and they feel proud to work for the company.

And there is an association between the designation of respondents and the items “open & comfort work environment”, “ready access to information”, “involved in decision making that affect my job” and “encouraged to develop more efficient way”. This implies that the employees in higher grades are trusted more and the company involves in major activities.

An association is found between the experience of respondents and the items, “familiar with mission statement”, “workers do best to do a good job”, and “management should trust workers”. The employees’ years of experience is essential for their understanding of what is required out of them in the company.

There is also a significant association between the type of family whether joint family or nuclear family of respondents and their attitude whether management is flexible & understand the importance of balancing work & personal life.

V. DISCUSSION

Management can create a comfortable work environment and can be flexible and understand the importance of balancing their work and personal life. Employees can involved in decision making and open door policy can be practiced. Individuals should develop deeper ties to the organization and the coworkers as they spend more time with them. Management should influence the employee to built positive attitude to work in teams.

VI. CONCLUSION

Employee attitude surveys are excellent diagnostic tools by which boards and management can learn about important job-related perceptions of employee’s. These employee surveys provide information that may be used to improve productivity and commitment. By identifying the root causes of attitude in the workplace, your organization can take direct action to maximize overall job satisfaction. Taking action as a result of the information gathered from an employee survey will lead to improved productivity. And, improving employee attitude throughout the workplace will lead to better cooperation and communication. It determines how far the employees are satisfied with the management practice .it helps to improve overall satisfaction and retention.

References

1. Bracken, D. W. (1992). Benchmarking employee attitudes. *Training and Development Journal*, 46,49–53.
2. Saari, L. M., & Erez, M. (2002). Cross-cultural diversity and employee attitudes. Paper presented at the Seventeenth Annual Conference of the Society for Industrial and Organizational Psychology, Toronto.
3. Schneider, B., & Bowen, D. E. (1985). Employee and customer perceptions of service in banks: Replication and extension. *Journal of Applied Psychology*, 70, 423–433.
4. Staw, B. M., Bell, N. E., & Clausen, J. A. (1986). The dispositional approach to job attitudes: A lifetime longitudinal test. *Administrative Science Quarterly*, 31, 437–453.
5. Staw, B. M., & Ross, J. (1985). Stability in the midst of change: A dispositional approach to job attitudes. *Journal of Applied Psychology*, 70, 469–480.