

A Study on Employee Attitude towards Organization Heritage

Dr. D. RANADHEER REDDY

Professor & HOD of MBA Department, St.Martin's Engineering College, Dhulapally,
Secunderabad-500100

CHINTHAPALLI SRI BHARGAV RAMARAO

Reg. No: 20K81E00A7

Student of 2nd MBA, Department of MBA, St.Martin's Engineering College, Dhulapally,
Secunderabad-500100

ABSTRACT:

The project work entitled “**Employee's attitude towards the organization**” with special reference to the **Heritage TELANGANA** 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 **Heritage** employment conditions, wages and incentives, interpersonal relationships, working conditions, management practices, etc.

The researcher has used percentage analysis 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 FACILITIES, INTER PERSONAL RELATIONSHIP, WORKING CONDITION the researcher has given suggestions for its improvement which includes suggestion schemes which may be transparent and promotions which may be made both based on seniority and performance to a certain level in the organizational hierarchy.

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.

Major aspects: When the term first entered the field of social phenomenon, it was natural to conceive of attitude as a tendency, set or readiness to respond to some social object. For the first time, ALLPORT noted the definition of attitude, which he had observed contained the words 'readiness', 'set' or 'disposition to act'. Even ALLPORT has used these terms in defining attitude. He defines attitude as follows:

“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”

Features of Attitude

1. Attitudes affect behavior of an individual by putting him ready to respond favorably to things in his environment.
2. 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.
3. 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.
4. Attitudes are pervasive and every individual has some kind of attitude towards the objects in his environment. In fact, attitudes are formed in the socialization process and may relate to anything in the environment.

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. Defines opinion as a response to a specifically limited stimulus, but the response is certainly influenced by the predisposition with, with 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. 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.

1. 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.
2. 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.
3. 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.

4. Knowledge: The knowledge function of attitude is based on a person's need to maintain a stable, organized and meaningful structure of the world.
5. 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 individual and the organization more compatible.

NEED FOR THE STUDY:

The goal of this research is to see how practical the theoretical information obtained about the training and development process is.

To determine the efficacy or ineffectiveness of heritage foods India limited training and development process

The evolution of every nation's economic policy is dependent on its industrial growth.

It is made up of small, medium and large-scale industrial developments with large-scale enterprises playing a critical part in the country's economic growth

The success or failure of an organization depends on an effective combination and utilization of the four "M" s i.e. Money, Material, Machinery and Man.

But Man is the most important feature because these features in turn manage the other factors Therefore, if we manage men which are known as Human resources the remaining three factors will be managed well then by leading to the success of the organization. The success and failure of any training program depend upon the effectiveness and procedure adopted.

SCOPE OF THE STUDY:

This study covers all the aspects of employee attitude in HERITAGE FOODS INDIA LIMITED, as well as the responses of new entrant managers to the organization's training programmers

The scope of employee attitude can be explained with the help of following points.

1. Exact position of performance of employees through their feedback
2. Development of the employees through various training and development programs.
3. Developing altered of unbiased treatment to all employees

OBJECTIVES OF THE STUDY:

1. To know the employees' attitude 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.

RESEARCH METHODOLOGY:

Sources of data

For the fulfillment of the study, the student researcher has relied on two types of Data i.e.

Primary data and secondary data.

Primary Data

This study is almost based on primary data which is more acquainted with social science research. The primary data has been collected by administering a Questionnaire to the selected respondents. Another source of primary data is overall observations of companies working, and companies' attitudes toward training and development.

Secondary Data

The Secondary data has been obtained by studying existing training and developmental program in HERITAGE FOODS INDIA LIMITED. Data is also obtained by referring to the earlier studies conducted in smaller areas and also the annual reports, brochures, and other materials served as secondary data.

Tools and Techniques of data collection

A Structured Questionnaire has been designed covering all relevant aspects of Training and Development programs and administrated to the respondents for the collection of the data. Whereas the information available from earlier studies, books, brochures, annual reports, files, and several other sources of secondary data.

1. A toolbar
2. Pie charts

Statistical tools used

Percentage method:

The percentage method is used in making a comparison between two or more series of data. This is used to describe the relationship.

$$\text{Percentage of respondents} = \frac{\text{No of respondents}}{\text{Total respondents}} \times 100$$

Sample size: 180

Data interpretation

The data is collected using the questionnaire technique and the replies are tallied, evaluated and conclusions are formed. The percentage approach is a statistical methodology that is used for data analysis an appropriate result, as well as the necessary summary and conclusion is formed based on inferences taken from the data.

LIMITATIONS:

This study has some limitations. They are Only 180 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 heritage foods, so it cannot resemble the entire population working in the whole industry.

REVIEW OF LITERATURE

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 59% 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. Naga Lakshmi, 2006, had done a project on "Employee Attitude towards the Organization 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 labor measures and also with regard to the maintenance of buildings.

Mr. VasudevanC, 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 equipment’s 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 behavior 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 everyone 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.

FINDINGS:

Employee attitude enable successful implementation of business strategies, values, and vision, they fuel higher levels of business performance. A fully engaged workforce is loyal and will align their efforts with the organization's goals to place the employer in a better position in the competitive industry.

1. Employees have a clear understanding of the organization's vision, mission, and values.
2. The top management has set an example by following the policies they frame implement.
3. The middle-level management is compassionate to their subordinates and also takes their views and suggestions into consideration.
4. The employees have the freedom to do the work in their way which resulted in fewer stress levels and thereby an effective work-life balance.
5. Majority of employees believe that the present organization helps them in their personal as well as professional development.
6. Majority of employees agree to take responsibilities beyond their job descriptions thereby showing extra commitment towards work.
7. Many employees never think of job changes to other organizations. This means employees are strongly engaged with the organization and are happy to work for it.
8. Majority of employees attend the engagement activities conducted. Many employees want the engagement activities to be conducted twice a month.
9. Majority of employees feel that they are in the right organization and this positive feeling creates a better bond between them and the organization.

SUGGESTIONS

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' organizational life depends 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 of 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 from 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.

Workers' Participation in Management is one of the criteria which do not have good satisfaction from most of the employees in any of the organizations. 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 the decision marker executes, the execution proves worthy.

CONCLUSION:

Employee attitude is important for any employer who aims to retain its talented employees and thereby achieve enhanced business gains and a high level of performance. Employee engagement is linked with the emotional, cognitive, and physical aspects of work and how these factors are integrated.

The performance of organizations with highly engaged employees is higher than that of organizations with low engagement. Engagement is a great predictor of future performance and the survival of the organization. Engagement drives profits in turbulent conditions. The contribution of employees in terms of enhanced performance helps an organization to win over difficult times.

The concept of engagement should not be regarded as just another HR strategy. Employee attitude is a long-term process linked to core tenants of an organization like values, culture, vision, etc. employees require to be adopted in a working environment which will lead them to display behavior that organizations are looking for. Aside from the personal drive and motivation to contribute, employee needs to understand where to focus their efforts. Without a clear strategy and direction from senior leadership, employees will waste their time on activities that do not make a difference in the organization's success. An organization has to promote the factors which have a positive effect on engagement through every business activity they do.

The organization should frame its policies and culture such that an employee experiences engagement with the organization right from the time he gets recruited to the end of his employment.

A vast majority of leaders agree that the employees are a company's most important asset. But that is true only when the majority of the workforce is fully engaged in their work. If not, they are either adding minimal value or actively working against the organization.

Therefore, the Human Resource staff wants the best workers to be engaged in a way that best benefits the company, and thus, for any Human Resources staff, Employee attitude and their role in the workplace are of major importance.

BIBLIOGRAPHY:

Books and Journals

1. Human Resource and Personnel Management by K. Aswathappa published by Himalaya publishing house.
2. Ashok Mukherjee – Engagement for the mind, body, and soul – Human Capital, August 2005.
3. Hewitt Aon, Trends in Global Employee Engagement, Journal 1, 2008.
4. S.Balasubramaniam and V.Selvalakshmi, Total productivity and engagement aim international journal 01 – 04- 2012.
5. Thompson G. Yvonne, Enhancing Employee Engagement, Royal Roads University, 18

March 2009.

6. Bipen C.Pandey Engagement –Akey strategy for business growth South Asian Academic Research Journal, volume 2, 01 Jan 2012.
7. Towers Watson, Engaging and Retaining top performers, workforce snapshots, originally published by Towers Perrin, 01 December 2009.

Websites

1. <http://kmcgroup.co.in/>
2. <https://www.forbes.com/sites/brentgleeson/2017/10/15/5-powerful-steps-to-improve-employee-engagement/#dc84cd3341d5>
3. <https://www.hni.com/blog/bid/45572/the-10-c-s-of-employee-engagement>
4. <https://unicornhro.com/blog/employee-engagement-and-what-it-means-for-hr/>
5. <https://www.custominsight.com/employee-engagement-survey/what-is-employee-engagement.asp>
6. <https://gethppy.com/employee-engagement/25-employee-engagement-ideas>
7. <https://survey.sogosurvey.com/Survey.aspx?k=RQsXSUPsSVRsPsPsP&Lang>
8. <https://www.employment-studies.co.uk/system/files/resources/files/469.pdf>
9. <https://eprints.kingston.ac.uk/4192/1/19wempen.pdf>