

A Study On Employees' Attitude Towards The Organization And Job Satisfaction Of Employees In Textile Industry, Tiruppur District, Tamilnadu

K. Thezasvini Jyothi MBA., (Ph.D).,

Assistant Professor, Jai Shriram Engineering College, Avinashipalayam, Tirupur – 638660, Tamilnadu, India.

A. Karthikeyan MBA., (Ph.D).,

Assistant Professor, Jai Shriram Engineering College, Avinashipalayam, Tirupur – 638660, Tamilnadu, India.

R. Manikandan MBA., M. Phil.,

Assistant Professor, Jai Shriram Engineering College, Avinashipalayam, Tirupur – 638660, Tamilnadu, India.

Abstract:

The analysis has been focused on the primary data that is by the employees' opinion survey method. For this a sample size of 223 was taken and the stratified random sampling method has been used to select the samples from the total population. The study reveals the employees opinion about all the human resource functions of textile industries in Tirupur and identifies the three major gaps between human resource practice and the systematic research in the area of employee attitudes in thrust and the most focal employee attitude in ie. satisfaction of job. The impacts of employee attitudes, the outcomes of positive or negative opinion 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 relationship between income and experience of the respondents, and there is relationship between age and experience are positively correlated.

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

INTRODUCTION

For almost all organizations, employees are the vital resource and they represent an important asset of an industry. Human resource management deals with developing employee's potency to get uttermost job satisfaction from their work and give their best efforts to the organization. Employee attitude is based on the job satisfaction. Job satisfaction is contentment occurs out of the employee's positive and negative feelings toward his or her work. The reflections of job satisfaction are important to an organization in terms of its efficiency, productivity, employee relations, absenteeism and turnover and to an employee in terms of his health and well-being. There are several human resources problems such as high labor turnover and absenteeism etc., which have made a huge

barricade to minimize the effort of the achieving organizational objectives in the apparel industry. Job satisfaction step-ups employee's morale, productivity, etc., and abridges absenteeism, labor turnover and accidents. Naturally it is the satisfied worker who shows the maximum effectiveness and efficiency in his work. Job satisfaction is the overall attitude of well-being with regard to job and its environment. The upshots of the job is directly affected by job factors like salary, kind of work performed, supervision, working condition, opportunity for advancement etc.

1.2 Definition of Attitude

According to Gordon Allport, "An 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 is defined as "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs"

ABOUT THE STUDY

Attitude

An opinion is generally the expression of one's judgment of a particular set of facts, an evaluation of the circumstances presented to him. "Thurstone" 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 divergence between attitude and belief is possible. A belief is an imperishable organization of perceptions and cognitions about few aspects of individual world. Thus, belief is an assumption concerning the nature of objects, more particularly, concerning one's judgments of the probability regarding the nature. In this sense, belief is the derived component of attitude which reflects the manner in which an object is comprehended. The difference between attitude, opinion, and belief exists on similarity basis. Most researchers believe that these three terms are so closely knitted that it is difficult to apart them except on a limited conceptual basis.

In the literature, often, there is a considerable amount of overlapping in these three terms. Psychologists, trust that attitudes are more fundamental to human behavior than are the related aspects. For this reason, attempts have been made to dissect attitudes as compared to others. Obviously attitudes are an important circumstance because of their grandness in the process of transmuting work requirements in to efforts.

Attitude alone do not influence behavior but also acts with personality, perception, motivation, etc. Even, attitudes are also affected by the individual's dimension, objects, persons, and ideas. Attitudes serve four functions and acts upon the behavior. These are instrumental, ego defensive, value orientation and knowledge.

- **Instrumental:** Attitudes serve as a path to reach a goal or to avoid an undesired one. Instrumental attitudes are provoked by the activation of a need or cues that are associated with the attitude object and excite favorable or unfavorable feelings.
- **Ego-Defensive:** The ego-defensive functions of attitude recognize the importance of psychological thought. Attitude may be gained by facing threats in the external world or becoming aware of his own unacceptable impulses.
- **Value Orientation:** The value-orientation function takes into account attitudes that are accommodated because they express a person's self-image, or by prompts that engage the person's values and make them salient to him.
- **Knowledge:** The knowledge function of attitude is established on a person's need to maintain a static, organized and meaningful structure of the world.
- **Attitude** that furnishes standard against which a person measures the aspects of his world and assist as the knowledge function too.

Since attitudes intervene between work requirements and work responses, information about how people feel about these functions of attitudes affect the individual's way of interpreting the information coming to 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.

Features of Attitude

- Attitudes affect behavior of an individual by putting him ready to respond favorably to things in his environment.
- 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.
- Attitudes are invisible as they constitute a psychologized phenomenon which cannot be observed directly. They can be observed by observing the behavior of an individual.
- Attitudes are pervasive, and every individual has some kind of attitude towards the objects in his environment. In fact, attitudes are forced in the socialization process and may relate to anything in the environment.

Attitude Measurement

Attitudes are subjective attributes of people. They can be regarded as construct in the sense that they are conceptualizations of human statistical evidence. Thus, people may vary along a number of attitudinal dimensions. Keeping this measurement aspect in to consideration, the attitudes might be defined operationally by describing the measurement systems that psychologists use to measure attitudes. Attitude measurement developed largely by social psychologists is concerned with the efforts to tap these attitudes as they are characteristics of individuals. There are many methods of attitude measurement. The Thurston type of scaling goes back to the early work of Thurston and Chive, which collected a large number of statements relating to the area in which attitudes were to

be measured. This statement may be relating to any object about which attitudes were to be measured. The statements are both favorable and unfavorable and are placed in 11 piles, with most favorable one being placed in pile 11. Other statements are placed in between their position depending on the degree of favorability or unfavourability. The scale is then presented to the respondents. Each respondent checks the statement in pulling together numerous methods dealings with attitude measurement. They are:

- Self Report
- Indirect Tests
- Direct Observation Techniques

However, attitude measurement of employees in an organization is most commonly carried out with self-respect questionnaires uses several scaling methods. There are three types of attitude scaling which are commonly used in attitude measurement. They are Thurston type of scale, Likert scale, and semantic differential. With which he agrees his attitude score is then based on the average or the median scale of the statements that he has checked. Soon after Thurston scale, Likert experimented with certain other varieties of attitude scales. Likert's attitude scale uses five points. The statements relating to the measurement of attitude is given to the person concerned and he is asked to check one of the five points given for every statement. These points show the degree of agreement or disagreement with the statement.

Importance to Worker and Organization

Frequently, work underlies self-esteem and identity while unemployment lowers self-worth and produces anxiety. At the same time, monotonous jobs can erode a worker's initiative and enthusiasm and can lead to absenteeism and unnecessary turnover. Job satisfaction and occupational success are major factors in personal satisfaction, self-respect, self-esteem, and self-development. To the worker, job satisfaction brings a pleasurable emotional state that often leads to a positive work attitude. A satisfied worker is more likely to be creative, flexible, innovative, and loyal.

For the organization, job satisfaction of its workers means a work force that is motivated and committed to high quality performance. Increased productivity, the quantity and quality of output per hour worked seems to be a byproduct of improved quality of working life. It is important to note that the literature on the relationship between job satisfaction and productivity is neither conclusive nor consistent. However, studies dating back to Herzberg's (1957) have shown at least low correlation between high morale and high productivity, and it does seem logical that more satisfied workers will tend to add more value to an organization. Unhappy employees, who are motivated by fear of job loss, will not give 100 percent of their effort for very long. Though fear is a powerful motivator, it is also a temporary one, and as soon as the threat is lifted performance will decline.

Tangible ways in which job satisfaction benefits the organization include reduction in complaints and grievances, absenteeism, turnover, and termination; as well as improved punctuality and worker morale. Job satisfaction is also linked to a healthier work force and has been found to be a

good indicator of longevity. And although only little correlation has been found between job satisfaction and productivity, Brown (1996) notes that some employers have found that satisfying or delighting employees is a prerequisite to satisfying or delighting customers, thus protecting the "bottom line." No wonder Andrew Carnegie is quoted as saying: "Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory"

Workers' Roles in Job Satisfaction

If job satisfaction is a worker benefit, surely the worker must be able to contribute to his or her own satisfaction and well-being on the job. The following suggestions can help a worker find personal job satisfaction:

- Seek opportunities to demonstrate skills and talents. This often leads to more challenging work and greater responsibilities, with attendant increases in pay and other recognition.
- Develop excellent communication skills. Employer's value and reward excellent reading, listening, writing, and speaking skills.
- Know more. Acquire new job-related knowledge that helps you to perform tasks more efficiently and effectively. This will relieve boredom and often gets one noticed.
- Demonstrate creativity and initiative. Qualities like these are valued by most organizations and often result in recognition as well as in increased responsibilities and rewards.
- Develop teamwork and people skills. A large part of job success is the ability to work well with others to get the job done.
- Accept the diversity in people. Accept people with their differences and their imperfections and learn how to give and receive criticism constructively.
- See the value in your work. Appreciating the significance of what one does can lead to satisfaction with the work itself. This helps to give meaning to one's existence, thus playing a vital role in job satisfaction.
- Learn to de-stress. Plan to avoid burnout by developing healthy stress-management techniques.

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.

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.

❖ Job Satisfaction

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.

❖ Job Involvement

The term job involvement is a more recent addition to the OB literature while there isn't complete agreement over what the term 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.

Job Satisfaction

Job satisfaction is one of the important factors which have drawn attention of managers in the organization as well as academicians. Various studies have been conducted to find out the factors which determine job satisfaction and the way it influences productivity in the organization. Though, there is no conclusive evidence that job satisfaction affects productivity directly because productivity depends on so many variables, it is still a prime concern for managers. Job satisfaction is the mental feeling of favorableness which an individual has about his job. "Dubrins" has defined job satisfaction in terms of pleasure and contentment when he says that.

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. Let us see what these factors are,

Individual Factors

Individuals have certain expectation from their jobs. If their expectations are met from the jobs, they feel satisfied. These expectations are based on an individual's level of education, age, and other factors.

1. Level of Education: Level of education of an individual is a factor which determines the degree of job satisfaction. For example, several studies have found the negative correlation between the level of education, particularly higher level of education and job satisfaction.

2. Age: Individuals experience different degrees of job satisfaction at different stages of their life. Job satisfaction is high at the initial stage, get gradually reduced, starts rising up to certain stage and finally dips to a low degree.

3. Other factors: Besides the above two factors, there are other individual factors which affect job satisfaction. If an individual does not have favorable social and family life, he may not feel happy at the work place. Similarly, other personal problems associated with him may affect his level of job satisfaction.

OBJECTIVES OF THE STUDY

- To identify the employees' attitude towards the organization
- To find the reasons for the employees' positive & negative attitude
- To know the employees' expectations from the organization.
- To make suggestions to improve the attitude of the employees to the management.
- To analyze the company's working environment.
- To find that they are satisfied with their job.

SCOPE OF THE STUDY

- A satisfied employee will be having positive attitude towards his or her job and would go beyond the normal expectation in his or her job.
- Employee satisfaction should be major determinants of an employee organizational behavior.
- The scope of the study also includes the response of the employees to the various measures taken by the management to make the employees comfortable at the work place

LIMITATIONS OF THE STUDY

However, I shall try my best in collecting the relevant information for my research report, yet there are always some problems faced by the researcher. The prime difficulties which I face in collection of information are discussed below: -

- ⑦ Data totally depends on respondents' views, which could be biased in nature.
- ⑦ Respondent having inadequate knowledge is one of the barriers for the study.

LITERATURE SURVEY

Ms. B. Nagalakshmi, 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 be 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.

Robbins (2003) defined attitudes as evaluative statements and they can be either favorable or unfavorable concerning objects, people, or events. Therefore, they reflect how one feels about something. The favorable statements may provide positive effects regarding the concerned object, person or event whereas unfavorable 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).

RESEARCH METHODOLOGY

The scope of the research methodology is wider than that of research methods. The type of research design used in the project was Descriptive research, because it helps to describe a particular situation prevailing within a company. Careful design of the descriptive studies was necessary to ensure the complete interpretation of the situation and to ensure minimum bias in the collection of data. Here this study adopted the technique of Non-probability Sampling of Convenience sampling method. Well Structured Questionnaires have been prepared for collection of primary data. Most of the questions consist of multiple choices. The structured Questionnaire method was undertaken. The secondary data was collected from the files of the journals, reports and books, etc., The analytical tool used in this research are descriptive statistics, Chi-square, and Anova.

SAMPLE SIZE

This survey was conducted with a total sample size of 223 respondents.

RESULTS AND FINDINGS

The data collected were tabulated and analyzed using SPSS 20 and the results of the analysis were shown as Descriptive statistics, Chi-square and ANOVA in the following tables.

1. DESCRIPTIVE STATISTICS

To provide simple summaries about the sample and about the observations that have been made descriptive statistics is used in this study. The researcher has described about gender, marital status, level of employees, salary paid to them and the employee's experience. The simple summary of the study is tabulated below:

Table No. 1 Descriptive Statistics of the respondents in the study area

Factors	Description	Data
Gender	Male	66%
	Female	34%
Marital Status	Married	54%
	Unmarried	46%
Level of employees	Top level employee	7%
	Middle level employee	41%
	Lower level employee	52%
Salary (Pay)	Rs. 7500 to Rs. 15000	66%
	Rs.15001 to Rs 22500	25%
	Above Rs. 22500	9%
Experience	Below 2 years	55%
	2 years to 8 years	40%
	8 years & above	5%

Table no: 1 shows the Descriptive Statistics of the respondents in the study area. It is inferred that 66 percent of the population are male. The study further shows that 54 percent of the respondents are married in the study area. In the study, 52 percent of the employees belong to lower level in the hierarchy. Most (66 percent) of the employees are minimum paid labourers earning salary between Rs. 7500 to Rs. 15000. It is also noted that nearly 55 percent of the respondents are low experienced labors.

2. CHI SQUARE TEST

To test whether there is a significant association between the variables Chi square test is used in the present study. The researcher has compared experience and income of the respondents in the study area. The results of the study are shown in the below table.

EXPERIENCE AND INCOME OF RESPONDENTS

Null hypothesis, Ho : There is no significant relationship between the experience and income of the respondents.

Alternative hypothesis, H1 : There is significant relationship between the experience and income of the respondents.

Results

Table 2.1 Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
experience * income	223	100.0%	0	0.0%	223	100.0 %

Table 2.2 Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.976 ^a	9	.277
Likelihood Ratio	11.022	9	.274
Linear-by-Linear Association	3.170	1	.075
N of Valid Cases	223		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is .54.

From the tables 2.1 and 2.2 it is inferred that the calculated value of chi-square is 0.277 which is higher than the significant value 0.05. So alternative hypothesis, H1 is accepted (i.e.) there is relationship between the experience and income in the organization.

3. ANOVA

To compare the equality of the various means ANOVA is used in the present study. The researcher has compared the experience and level of working environment in the study area. The results of the study are shown in the below table.

EXPERIENCE AND LEVEL OF WORKING ENVIRONMENT OF RESPONDENTS

The Means for groups in homogeneous subsets are displayed. a. Uses Harmonic Mean Sample Size = 18.514. b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Null hypothesis, Ho: There is no significant relationship between the experience and work environment in the organization.

Alternative hypothesis, H1: There is significant relationship between the experience and work environment in the organization.

Table 3.1 Work environment					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.404	3	0.801	2.892	0.039
Within Groups	26.596	96	0.277		
Total	29	99			

Experience	N	Subset for alpha = 0.05	
		1	2
5-8 years	22	1.3182	
lessthan2 years	40	1.45	1.45
2-5 years	29	1.5862	1.5862
above 8 years	9		1.8889
Sig.		0.544	0.044

The calculated significance value is 0.039, which is lesser than 0.05. So, the alternate hypothesis (H1) is accepted. Thus, there is relationship between experience and work environment.

FINDINGS

From the study, it is found out that, 49% of the employees are agree that the fairly and equally treated in the organization, 66% of the employees are male, 45% of the employees are 31-40 years age peoples, 54% of the employees are married peoples to work in the organization, 33% of the employees are having higher secondary level education, 22% of the employees are 5-8 years experience in the organization, 55% of the employees are agree that the coordinate in all aspects, 50% of the employees are agree with the satisfaction of employee training, 49% of the employees are strongly agree that the employee are treated with respect by the management, 45% of the employees are agree with the incentives to be provided by the performance of the employee, 57% of the employees are agree with the company makes efforts to identify employee strength and weakness, 57% of the employees are strongly agree with the longer feel valued for employee work, 51% of the employees are agree with the satisfaction the work environment, 56% of the employees are strongly agree that the satisfaction of provident fund and gratuity, 45% of the employees are agree with the frequently stressed out work, 39% of the employees are agree that the impact of job satisfaction.

SUGGESTIONS

- Educational qualification can be the factor of not an effective job.
- Improving more policies and relaxation programs for employees.
- Improving good relationship with employees and providing friendly environment in the organization.
- Making the employees to enjoy the work.
- Establish career development system

CONCLUSION

Finally, we can say that attitudes are evaluative statement favorable related to the person, object or events. Although there are some differences regarding attitudes, based on the above, it can be concluded that the attitude is a state in which man moves to act or do anything in response to a situation or condition of the objects in the surrounding environment. It is a statement towards something, or someone exhibited in one's beliefs, feelings, or intended behavior.

The organization can maintain good workers with high level of satisfaction, organization commitment and involvement. This will in turn lead to effectiveness and efficiency in their work which leads to increased productivity.

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