
**A STUDY ON EMPLOYEE ATTITUDE TOWARDS THE WORKING
ENVIRONMENT WITH SPECIAL REFERENCE TO MADURA COATS
PRIVATE LIMITED AT MADURAI**

Dr. M. Veeraselvam *

ABSTRACT

HRM is seen by practitioners in the field as a more innovative view of workplace management than the traditional approach. Its techniques force the managers of an enterprise to express their goals with specificity so that they can be understood and undertaken by the workforce and to provide the resources needed for them to successfully accomplish their assignments. As such, HRM techniques, when properly practiced, are expressive of the goals and operating practices of the enterprise overall. HRM is also seen by many to have a key role in risk reduction within organizations. The HRM function and HRD profession have undergone tremendous change over the past 20-30 years. Many years ago, large organizations looked to the “personnel Department”, mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the “HR Department” as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner. 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 into 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.

Keywords: Organization, Resource, Employee, Attitude, Work Force, Management.

*Assistant Professor, Department of Business Administration, Government Arts College,

Paramakudi

INTRODUCTION

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’. 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”

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. “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 difference can also be made between attitude and belief.

A beliefs 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.

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.

ATTITUDE MEASUREMENT

Attitudes are subjective attributes of people. They can be regarded as construct in the sense that they are conceptualizations of human qualities that are formed on the basis of either rational consideration or statistical evidence. Thus, people may vary along a number of attitude in all dimensions. 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
- Psychology Reaction 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. Attitudes cannot be changed drastically or quickly. There is a reason why people have attitudes; it is a part of them. To change a person takes patience and lots and lots of stalls, especially in a boss-employee relationship where it is more formal. Sometimes, all it takes is a warning in simple words which is to change an unfavorable attitude. When an employee discloses a mental health problem, try to work out a reasonable accommodation. Give him/her time off from work or a modified work schedule, make physical changes to the work place, or adjust supervisory instructions or training. Many mental health problems are highly treatable and cause only temporary disruptions at work.

REVIEW OF LITERATURE

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 equipments 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.

Argyris (1957) identified a style of leadership ranging from im-maturity. 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.

Ms. E. Eswara,(2003) had done a project on ‘Workers Attitude’ in “Madura Coats Private Limited” and she suggested to maintain and improve the superior- subordinate relationship among the workers. He used the interview schedule for primary data collection.

Ms. B. R.ROHINI,(2010) had done a project on “Employee Attitude towards the Relationship with their Superiors” in “Madura Coats Private 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.

Mr. Rajaprabakaran (2002,)has conducted a research on ‘The Study on level of Motivating the Employees with special reference to TTK Prestige Limited.. 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.

RESEARCH METHODOLOGY

SCOPE OF THE STUDY:

The aim of this survey is to measure the Employee Attitude in Madura Coats, to ascertain strengths and areas of concern on the various aspects highlighted through this exercise and workout & implement actions for effective improvement.

OBJECTIVES OF THE STUDY:

- To know Employees Perception about **Madura Coats** and their organization’s direction.
- To study out whether the employees are satisfied with their present working environment.
- To study the relationship between the Superior and Subordinate.
- To study the relationship among the Co-workers.
- To study the overall attitude of the employees about the Working Environment.
- To suggest methods for improving the positive attitude among the employees.

RESEARCH DESIGN

Research process is sought out with the questionnaire designed for the purpose targeting the employees at Madura Coats.

TYPES OF STUDY

“Descriptive Research”

FIELD OF THE STUDY:

MADURA COATS, Madurai, is the field for this project.

SAMPLING SIZE:

Sampling size: 50

SAMPLING UNIT:

The respondents for carrying out the survey were selected from Madura Coats Private Limited, Madurai. The respondents include the company employees.

SOURCES OF DATA:

There are two types of data that can act as sources of data namely,

- a) Primary Data
- b) Secondary Data

PRIMARY DATA:

Primary data means first-hand information. The researcher collected primary data from the employees of organization at Madura Coats through questionnaire.

SECONDARY DATA:

Secondary data is already available. Secondary data are associated with the collection of original data from Madura Coats such as profile of the company, organization chart, Layouts etc.,

SAMPLING METHOD:

Sampling method is the process of obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting item. In this study, Stratified sampling method is adopted.

In our study questionnaire has been translated into Tamil for the convenience of collecting data from the lower grade employees (labour).

TOOLS FOR DATA COLLECTION:

The tools for data collection are through a questionnaire.

CONTACT METHOD:**PERSONAL INTERVIEW**

The answer are how sample should be contacted. The choices are Mail Interview, Telephone Interview, Personal Interview. Among the third choice of personal Interview is the most versatile method for a descriptive survey.

ANALYSIS OF DATA:

In this chapter, the collected opinions from the respondents through questionnaire are analyzed by using

- Simple Percentage Analysis
- Cross Tabulation
- Chi-Square test to find out various reason for using particular brand.
- Tabular columns are used to understand the given alternatives and the respondents.

LIMITATION OF THE STUDY

1. Research focuses on the attitude of Employees towards the Working Environment hence results can not be generalized with other matters in the organization.
2. Research only focus on Madurai branch, so that the result may not be applicable to other Madura Coat's Branch.
3. The Interaction with employees are caught hold with the time constraints in the work schedules.
4. Research is influenced by information given by the respondents.
5. The genuinity of finding is limited by the opinion of respondents and accuracy of statistical tools used for analysis.

ANALYSIS AND INTERPRETATION**TABLE 1: Department Wise Classification**

Sl.No	Department	No. of the Respondents	Percentage
1.	Spinning	30	60
2.	Engineering	10	20
3.	Industrial Relation	6	12
4.	Others	4	8
	Total	50	100

Source – Primary Data

INFERENCE

Table 1 indicates that nearly 60% of the respondents are in Spinning and 20% of the respondents are in Engineering Department. 12% of the respondents are in Industrial relation and the remaining 8% are in other Department.

CHART 1

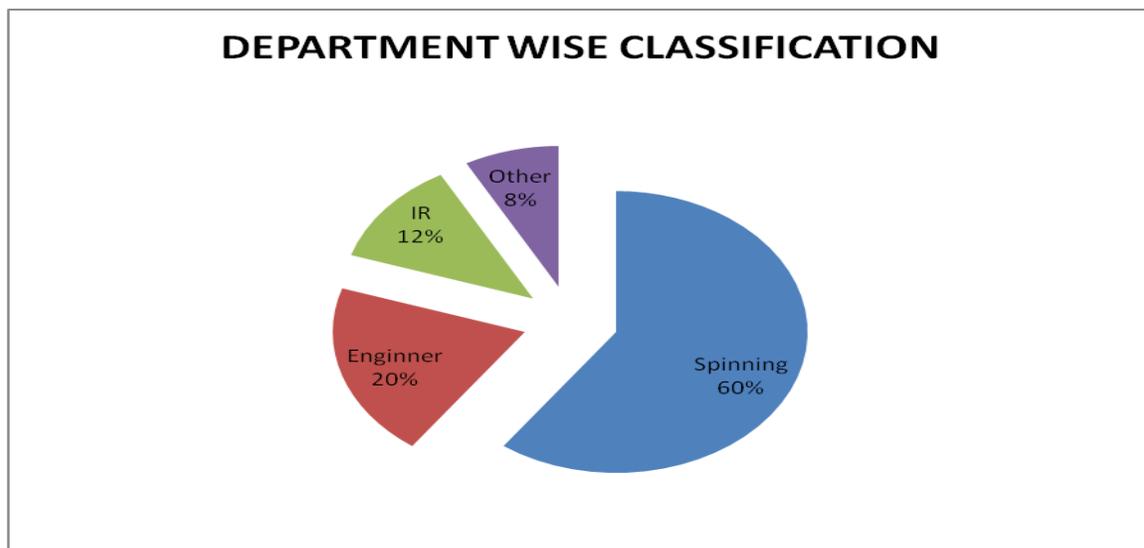


TABLE 2: Satisfaction level in the Present Job

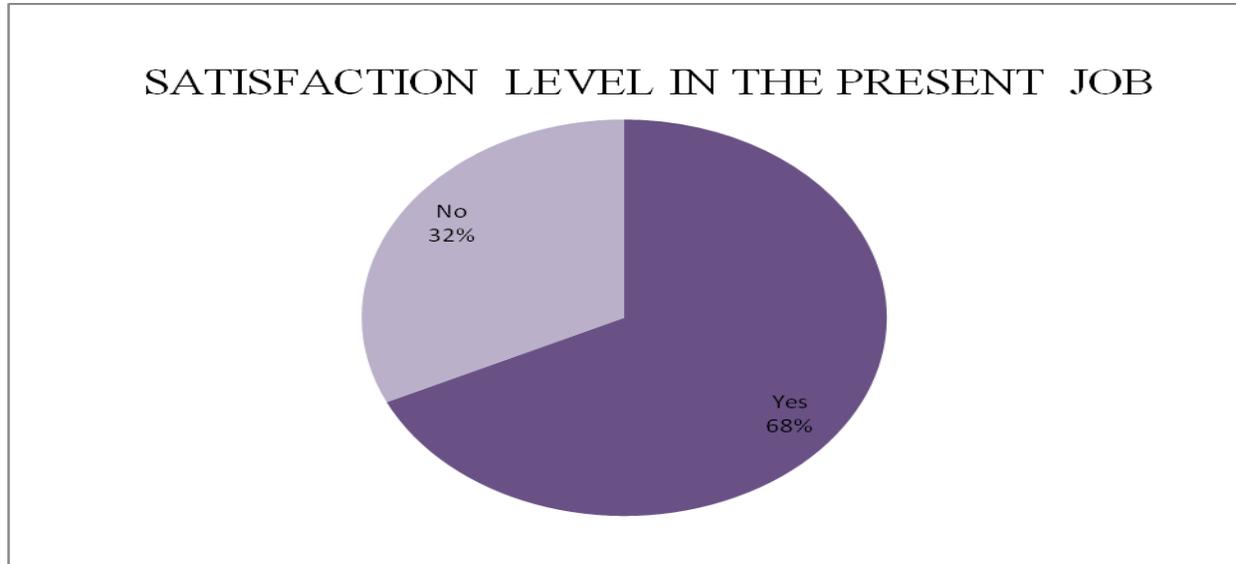
Sl.No	Present Job Satisfaction	No. of the Respondents	Percentage
1.	Yes	34	68
2.	No	16	32
	Total	50	100

Source – Primary Data

INFERENCE

Table 2 indicates that nearly 68% of the respondents are Satisfied in their present job and 32% of the respondents are not satisfied.

CHART 2

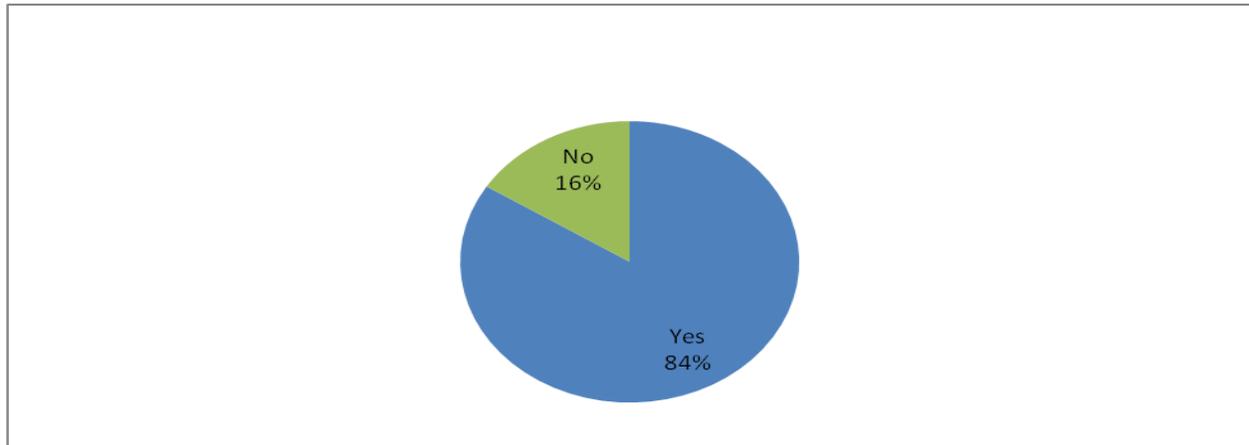
**TABLE 3: Status about the Job Satisfaction, that increase the Productivity**

Sl.No	Increase in Productivity	No. of the Respondents	Percentage
1.	Yes	42	84
2.	No	8	16
	Total	50	100

Source – Primary Data

INFERENCE

Table 3 indicates that nearly 84% of the respondents are accepted that job satisfaction will increase the productivity and 16% of the respondents are not accepted.

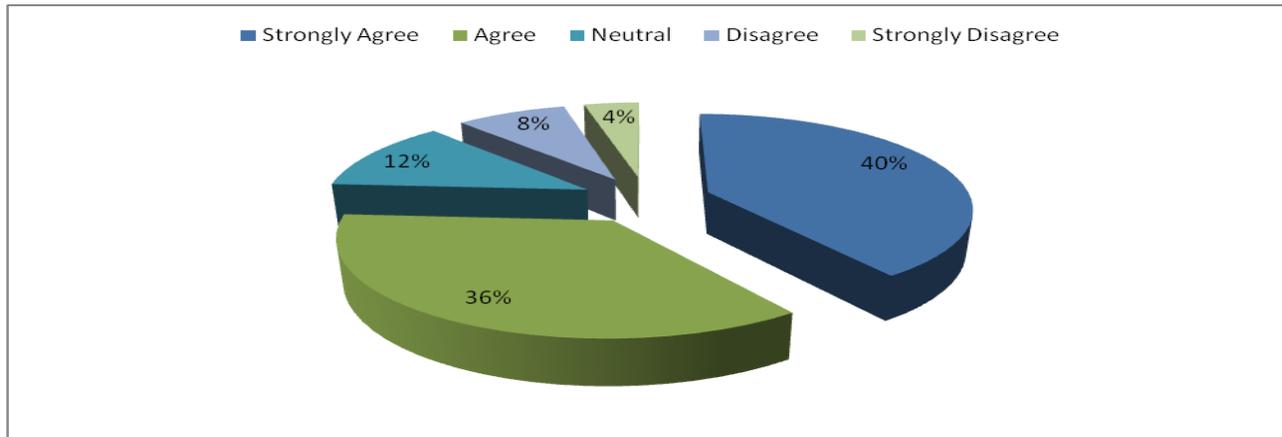
CHART 3**TABLE 4: Training is Helpful to do the Job Efficiently**

Sl.No	Job Efficiency due to Training	No. of the Respondents	Percentage
1.	Strongly Agree	20	40
2.	Agree	18	36
3.	Neutral	6	12
4.	Disagree	4	8
5.	Strongly Disagree	2	4
	Total	50	100

Source – Primary Data

INFERENCE

Table 4 indicates that nearly 40% of the respondents are Strongly Agree that Training is helpful to do the job Efficiently and 36% of the respondents are Agree and 12% of the respondents are Neutral and 8% of the respondents are Disagree and 4% of the respondents are strongly Disagree.

CHART 4: Training is Helpful to do the Job Efficiently**CROSS TABULATION 5****Superior Subordinate Relationship Commensurate With Educational Qualification**

Cross Tabulation		Superior Subordinate Relationship					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Educational Qualification	Illiterate	2	1	1	0	0	4
	Primary	4	4	6	4	0	18
	HSC	10	4	0	0	0	14
	College	6	2	4	0	2	14
	Total	22	11	11	4	2	50

CHI-SQUARE TEST:

NULL HYPOTHESIS(H₀) : There exists a significant relationship between the Superior subordinate Relationship with Educational Qualification is Exhibited.

ALTERNATE HYPOTHESIS(H₁): There exists no significant relationship between the Superior subordinate Relationship with Educational Qualification is Exhibited.

observed values (O)	Expected values (E)	O-E	(O-E) ²
2	1.76	0.24	0.0576

1		0.88	0.12	0.0144
1		0.88	0.12	0.0144
0		0.32	-0.32	0.1024
0		0.16	-0.16	0.0256
4		7.92	-3.92	15.3664
4		3.96	0.04	0.0016
6		3.96	2.04	4.1616
4		1.44	2.56	6.5536
0		0.72	-0.72	0.5184
10		6.16	3.84	14.7456
4		3.08	0.92	0.8464
0		3.08	-3.08	9.4864
0		1.12	-1.12	1.2544
0		0.56	-0.56	0.3136
6		6.16	-0.16	0.0256
2		3.08	-1.08	1.1664
4		3.08	0.92	0.8464
0		1.12	-1.12	1.2544
2		0.56	1.44	2.0736
Total	50	50		58.8288

CHI -SQUARE = $\text{SUM}(\text{O}-\text{E})^2/\text{SUM E}$,

CHI-SQUARE VALUE = **1.177** , Degrees of freedom = **12**

Table value @ 12 degrees of freedom at 0.05 probability= **21.026**

Since the calculated value is less than the table value , null hypothesis(H_0) is accepted

1.177 < 21.026

Inference: There exists a significant relationship between the Superior subordinate Relationship with Educational Qualification is Exhibited.

CROSS TABULATION 6**TRAINING COMMENSURATE WITH AGE**

Cross Tabulation		Training Imparted by Organization					Total
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Age	31-40 Years	10	4	4	2	4	24
	41-50 Years	14	6	2	0	0	22
	Above 51 Years	4	0	0	0	0	4
	Total	28	10	6	2	4	50

CHI-SQUARE TEST:

NULL HYPOTHESIS(H₀) : There exists a significant relationship between the Training Imparted by Organization and Age is Exhibited.

ALTERNATE HYPOTHESIS(H₁): There exists no significant relationship between the Training Imparted by Organization and Age is Exhibited.

Observed values (O)	Expected values (E)	O-E	(O-E) ²
10	13.44	-3.44	11.8336
4	4.8	-0.8	0.64
4	2.88	1.12	1.2544
2	0.96	1.04	1.0816
4	1.92	2.08	4.3264
14	12.32	1.68	2.8224
6	4.4	1.6	2.56
2	2.64	-0.64	0.4096
0	0.88	-0.88	0.7744
0	1.76	-1.76	3.0976
4	2.24	1.76	3.0976
0	0.8	-0.8	0.64
0	0.48	-0.48	0.2304

	0	0.16	-0.16	0.0256
	0	0.32	-0.32	0.1024
Total	50	50		32.896

CHI -SQUARE = $\text{SUM}(\text{O}-\text{E})^2/\text{SUM E}$

CHI-SQUARE VALUE = **0.658**

Degrees of freedom = **8**

Table value @ 8 degrees of freedom at 0.05 probability= **15.507**

Since the calculated value is less than the table value , null hypothesis(H_0) is accepted

0.658 < 15.507

Inference: There exists a significant relationship between the Training Imparted by Organization and Age is Exhibited.

FINDINGS

- 88% of the respondents are producing more than the target. (Table 5.2)
- 68% of the respondents are satisfied in their present job. (Table 5.3)
- 84% of the respondents were age that job satisfaction will increase the productivity. (Table 5.4)
- 76% of the respondents are feeling comfortable with the working hours. (Table 5.5)
- 56% of the respondents were strongly agree about the lighting and ventilation in the working place. (Table 5.6)
- 64% of the respondents are strongly agrees, a receiving information about company's and the job expectation. (Table 5.7)
- 72% of the respondents are strongly agree in the awareness on organization goals. (Table 5.8)
- 40% of the respondents are strongly agree about the training, which is helpful to do the job efficiently. (Table 5.9)
- 48% of the respondents are disagree about the increment as per the performance. (Table 5.10)

- 72% of the respondents are strongly agree in superior co-operation in the field of productivity. (Table 5.11)
- 52% of the respondents are strongly agree in superior believes in co-operative action rather than individual. (Table 5.12)
- 24% of the respondents are agree in the relationship with management. (Table 5.13)
- 64% of the respondents are strongly agree in the relationship with co-workers. (Table 5.14)
- 32% of the respondents are Strongly Agree in the Relationship with Supervisors. (Table 5.15)
- 56% of the respondents are strongly agree about the accidental benefits. (Table 5.16)
- 56% of the respondents are strongly agree on clean and hygienic in the work environment. (Table 5.17)
- 44% of the respondents are need to earn more money is the reason for producing more than the target. (Table 5.18)
- 32% of the respondents reason for producing less than the stipulated target is family and not familiarity with work. (Table 5.19)
- 48% of the respondents are satisfied in the employee provident fund. (Table 5.20)
- 48% of the respondents are dissatisfied in the conveyance facilities. (Table 5.21)
- 52% of the respondents are satisfied in the hygiene of canteen foods. (Table 5.22)
- 52% of the respondents are dissatisfied with the bonus provided by the organization. (Table 5.23)
- 22% of the respondents are strongly agree in superior – subordinate relationship with the Educational Qualification of the employees. (Table 5.24)
- Chi-square test reveals those employees are strongly agree in superior subordinate relationship compared with Educational Qualification of the employees.
- 20% of the respondents are disagree in salary with Experience of the employees. (Table 5.25)
- Chi-square test reveals those employees are disagree in salary with Experience of the employees.
- 28% of the respondents are strongly agree in the Training Imparted by organization compared with the Age of the employees. (Table 5.26)

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- Chi-square test reveals those employees are strongly agree in the Training Imparted by organization compared with the Age of the employees.

SUGGESTIONS

1. Informal get together can be organized which can enhance the Inter-Personal relationship between supervisor and subordinates. Supervisors can increase Employee Participation, while making decisions whenever necessary.
2. Formal grievance handling system can be implemented.
3. The Salary packages were not expected level, it should be revised. Rewards and Recognition should be taken into account to encourage the employees.
4. A part of employees feel that the employee Provident fund is not satisfied, so it is also taken into account.
5. To enhance the communication in the company the employee should makes active participation while listening to their colleague, for this the company may conduct communication oriented program and teach them the importance.
6. The communication can be in various mode getting feedback or replies from their employees.
7. A part of employees are not familiarity with work, so their productivity is low.
 - a. Hence, Identify the hidden problems and encourage them through the Training Program.

CONCLUSION

Compensation(Salary) 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. Employee Participation in Management is one of the criteria which do not have a good satisfaction from most of the employees in any of the organization. This also happens to be true in this organization, which reduces the morale and motivation of the employees. Therefore arrange formal or informal meetings regularly. To be successful in the future, organization should aspire to and focus on making their organization truly great places to work and on developing future generations of "HAPPY EMPLOYEES" – individuals who are genuinely challenged, committed and engaged.

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