CHAPTER VIII

CONCLUSION, SUGGESTIONS AND STRATEGIC IMPLICATIONS

8.1 INTRODUCTION

A positive work environment benefits both the business & the employees, helping the entire endeavour to be successful and beneficial. Happy employees may be more productive, leading to more profits and greater success (Caputo et al., 2012). Fostering a welcoming attitude in the work setting makes the difference between mediocre operations and exponential achievements individually & collectively (Coppernum, 2012).

Positive attitudes at the organisational level have evolved with potentials to deliver profitability, interorganisational streamlining & alignment, administrative & operational efficiency, improved decision making and reduced turnovers (Nyhus & Pons, 2010). The positive attitude would reap benefits in terms of increased satisfaction levels, increased involvement of employees in achieving organisation objectives, higher levels of commitment and thereby, increasing effectiveness in the working environment. A motivated employee is better able to cope up with stressful jobs at work, has an ability to inspire self & others, has an ability to turn every challenge into an opportunity and expects positive outcomes & results ensuing more success at work (Harmon, 2010). Such employees have an ability to stick to activities, see them through and have a quality of resilience i.e. ability to bounce back from setbacks (Jawaen & Hillary, 2010).

Obviously, the attitude is affected by the beliefs and values within the person. The employee with positive bent of mind develops a positive attitude towards their organisation if the employee is well versed with the information about the
particular sector in which MNC is operating (Groves, 2010). These employees develop a positive relationship which helps them in developing positive attitude towards their organisation (Gerstner & Day, 2011). Thus, employees who carry a positive framework towards working scenario tend to achieve successful integration of their goals with organisation’s goals which successfully minimises absenteeism, reduces orientation costs, increases workforce efficiency and improves employee responsiveness (Peltokorpi, 2010).

The present study deals with job attitude of employees of four MNCs namely, Hindustan Unilever Ltd., Videocon, Procter & Gamble and Career Aircon, located in India and USA respectively. All the four MNCs belonged to fast moving consumer goods category (FMCG) representing maximum share in India and USA. The present integrated study identified the differences amongst employees of India & USA in terms of job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture. The effect of demographic profiles of employees working in Indian & American MNCs was also judged on the attitudinal changes of these employees which in turn affects the decision making and performance of the organisation. The demographic profile demarcated the employees on the basis of gender, age, work experience, educational background and managerial levels.

The relevant information was collected from the primary sources. In India, HUL and Videocon, New Delhi branches were contacted. The number of employees working at Hindustan Unilever Ltd. was 790 and in Videocon, 605. Thus, total population of Indian employees for the purpose of study were 1395. In USA, P&G and Carrier Aircon divisional offices located in Philadelphia State were contacted. In Procter & Gamble, the number of employees were 153 and in Carrier Aircon
there were 181 employees, making total population of USA as 334 employees. The questionnaires were distributed to all the executives at senior level, middle level and lower level following census method of survey. The questionnaire was developed taking into account all the five dimensions falling under the purview of job attitude. The questionnaire comprised of six sub-heads namely, demographic profile, job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture comprising questions in multiple choice, ordinal form on 5 point Likert scale, where rank “5” denotes ‘strongly agree’ and rank “1” denotes ‘strongly disagree’. To arrive at the demographic profile, data were segregated on the basis of age, educational qualifications, work experience and hierarchical levels. The age group of employees was sub-divided into three classes namely, upto 30 years, 30 to 45 years and above 45 years. Educational qualification was divided into three groups namely, graduate, post graduate and above post graduate. Work experience was also categorised into: Less than 10 years, between 10 to 20 years and above 20 years. Three managerial levels were also included wherein employees were categorised into top level, middle level and lower level. After pretesting, the data so collected were purified with the help of factor analysis using SPSS package (16.0 version). Thereafter, various statistical tools such as mean, standard deviation, percentages, t-test, correlation, one way ANOVA etc. were used to derive meaningful results. A review of the studies related to job attitude, job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture and various background demographic variables was done taking help from various journals like American Journal of Business Management, Academic Journal of Policy Research, Journal of Business Research, International Journal of Business and Management etc.
magazines, visiting different libraries, internet and other forms of published sources. The findings of the study are sub-divided into following four sub-heads:

1. Job attitude and its dimensions in Indian context
2. Job attitude and its dimensions in American context
3. Comparative analysis of Indian and USA MNCs
4. Strategic implications for employers of India and USA MNCs

A brief description of each sub head is as under:

8.2 JOB ATTITUDE AND ITS DIMENSIONS IN INDIAN CONTEXT

Maintaining positive attitude is vital for reducing absenteeism, enhancing effectiveness in work, improving quality of work delivered, upgrading overall competitive ability and operational flexibility (Peters, 2011).

The job attitude and its related dimensions (job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture) in case of Indian MNCs were examined under the following sub-heads:

a) Scale purification
b) Demographic profile and dimensions of job attitude of Indian employees
c) Mean perception of male and female employees towards job attitude and
d) Output from one way ANOVA

8.2.1 Scale Purification

The perception of employees on job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture in India was purified through factor analysis and the process of R-Mode Principal Component Analysis (PSA) with Varimax Rotation. The face & content validity of the sub-scales of all the dimensions of job attitude were checked with the help of literature review and discussion with experts. The convergent validity of the sample was
assessed by examining the nature of association among various items of all the variables falling under the purview of dimensions of job attitude. The degree of correlation coefficient values were found to be quite significant at 0.01 and 0.05 levels indicating the convergent validity of all the scales. The discriminant validity of the scale variables was found to be ranging above 0.30, indicating significant results for all the dimensions. In case of job satisfaction, the KMO value (0.742) and BTS (542.735) indicated acceptable and significant values, resulting into four-factor solution using Kaiser Criteria with 52.757% of the total variance explained. The communality of the items ranged from 0.523 to 0.680. The factor loading ranged from 0.625 to 0.800 and the cumulative variance extracted ranged from 14.423 to 52.757 percent. The employees’ perception regarding job involvement divulged the KMO value of 0.676 and Bartlett Test of Sphericity at 497.039 which indicated acceptable and significant values for twelve statements, resulting into five-factor solution with 66.57% of the total variance explained. The communality of the items ranged from 0.563 to 0.816, the factor loading ranged from 0.542 to 0.885 and the cumulative variance extracted ranged from 20.156 to 66.567 percent. The scale measuring employees’ perception regarding organisation commitment revealed the KMO value of 0.741 and Bartlett Test of Sphericity at 494.011 which indicated acceptable and significant values and resulted into four-factor solution with 58.084% of total variance explained. The communality of the items ranged from 0.559 to 0.703, the factor loading ranged from 0.667 to 0.836 and the cumulative variance extracted ranged from 15.769 to 58.084 percent. Scale measuring mean perception of employees towards organisation effectiveness connoted the KMO value of 0.797 and Bartlett test 847.421. The communality of the items ranged from 0.508 to 0.702, the factor loading ranged from 0.553 to
0.815 and the cumulative variance extracted ranged from 15.244 to 53.347 percent.

In case of organisation culture, the KMO value (0.862) and BTS (481.582) indicated acceptable and significant values, thereby resulting into four-factor solution using Kaiser Criteria with 56.90% of the total variance explained. The communality of the items ranged from 0.636 to 0.821, the factor loading ranged from 0.578 to 0.895 and the cumulative variance extracted ranged from 19.020 to 56.90 percent. Overall alpha reliability score for all the factors of job satisfaction was (0.822), job involvement (0.816), organisation commitment (0.772), organisation effectiveness (0.809) and organisation culture (0.744) depicting significant construct validity.

8.2.2 Demographic Profile and Dimensions of Job Attitude of Indian Employees

In Indian MNCs, there were 557 (48.4%) female employees and 593 (51.6%) male employees. 920 (80.0%) were in 30-45 years age group, followed by 146 (12.7%) employees who belonged to less than 30 years age group and only 84 (7.3%) employees were above 45 years. Wherein 40.0%, 59.1% and 0.9% employees respectively belonged to graduate, post graduate and higher than post graduate groups in India. Majority of the employees in India had experience less than 10 years. Lastly, as per the hierarchical levels, 183 (15.9%) employees were top level, 865 (75.2%) were middle level employees and 102 (8.9%) were lower level employees in India.

The total mean value of job satisfaction in case of Indian MNCs was 2.86, depicting average but positive mean perception of Indian employees. However, among the four factors of job satisfaction in India, ‘job interest and satisfaction’, ‘job performance’ and ‘work prioritisation’ showed mean values 2.99, 2.88 and 2.81 respectively as compared to the factor ‘work conditions’ having mean value
of 2.75. Regarding job involvement, the mean perception of Indian employees was average with overall mean value of 2.57. The factors of job involvement depicted above average mean perception in case of ‘work distress’ and ‘job goal and performance’ and rest others i.e. ‘job commitment’, ‘work performance’ and ‘negative work attitude’ depicted below average mean perception. The mean value for all the four factors clubbed together in case of organisation commitment came out to be 2.94. Two factors namely, ‘compatible organisation values’ showed high mean perception of managers with mean value of 3.04 and ‘personal goals and performance’ with mean value of 3.57. Whereas other factors, ‘positive feeling and identification’ and ‘productive behaviour’ showed comparatively lower mean perception with mean values 2.23 & 2.91 respectively. The mean perception of Indian managers in case of organisation effectiveness was found to be below average (2.26) summing all the factors together. The factor naming ‘career advancement and satisfaction’ with mean value of 2.50 showed below average mean perception. The other factors such as ‘work-group relations’, ‘organisational progress and decision making’ and ‘group coordination and satisfaction’ depicted mean values as 2.02, 2.39 and 2.13 concurrently. In the realm of organisation culture, managers held average observation with overall mean value of 2.65. The factors like ‘organisation norms and performance’ and ‘professional ethics and behaviour’ revealed mean values as 2.87 and 2.86. ‘Leadership style and constraint’ with mean value of 2.42 and ‘respect for rules and regulations’ with mean value of 2.43 showed below average mean discernment towards organisation culture in India.
8.2.3 Mean Perception of Male and Female Employees Towards Job Attitude

The results of t-test revealed that for majority of the statements under the purview of job satisfaction in India, gender brought in insignificant mean difference towards job satisfaction with values of p greater than 0.05. In India, male employees showed higher mean levels showing better levels of satisfaction than their counterpart female employees. For all the twelve statements under job involvement p>0.05, showing insignificant mean differences between male and female employees of India. Thus, overall there exists no significant mean difference between male and female employees towards job involvement. However, the mean values depicted that male employees tend to be involved more in the job than the female employees. In case of organisation commitment, the value of t-test showed insignificant mean differences amongst the perception of male and female employees where for all the statements the value of p was quite above the threshold level of 0.05. Male employees in Indian organisations tend to be more committed with higher mean values. Male employees in case of organisation effectiveness showed higher mean values than female employees. However, there was an insignificant mean difference between male and female employees towards organisation effectiveness. In case of organisation culture, male and female employees in India were indifferent depicting p values far greater than 0.05. Thus, the overall results revealed that gender alone has no effect on the dimensions of job attitude i.e. job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture in India.

8.2.4 Output from One Way ANOVA

One way ANOVA was applied to arrive at the significant differences in means if any, between different age groups, qualifications, work experience and managerial
levels towards all the dimensions of job attitude. Levels of age groups of employees did not bring in significant mean differences towards job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture in India as the value of the significance is greater than 0.05. The elder employees above 45 years of age were more satisfied and committed as compared to younger employees.

In the field of educational qualification, graduates showed higher levels of satisfaction, involvement and commitment as compared to others holding higher degrees while comparing their mean values. However, changes in education levels did not bring in significant mean differences amongst employees of India towards job attitude. Taking up the levels of work experience, there were no significant mean differences amongst the employees having less than 10 years, between 10 - 20 years and above 20 years of experience towards job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture as significance levels were higher than 0.05. The highly experienced employees were more satisfied and committed towards the organisation as compared to the employees having less experience. Output from one way ANOVA for different managerial levels in India summarised all the employees at different levels imparted no significant mean differences towards satisfaction, involvement, commitment, effectiveness and culture. Top level and middle level employees were more enthusiastic about their work showing higher levels of involvement and satisfaction as compared to lower level employees.

On the basis of above analysis, the following suggestions are recommended to further strengthen and improve the attitudes of the employees in Indian organisations:
I Indian organisations should establish a zero-tolerance policy for intolerance and discrimination amongst male & female employees. Employees' personal lives should stay out of the office and no employee should experience prejudice from a colleague. Encourage female employees to involve in a problem solving if issues arise. Swift actions should be taken against employees demonstrating or communicating intolerance.

II Indian organisations should give equal opportunities to female employees towards learning, growth and compensation in order to increase the satisfaction levels of female workforce. Day care facilities and playground facilities should be made available for the children of employees which would provide help to particularly female employees thereby, increasing their morale.

III Unique needs of the women employees like flexible timings, counselling for female employees, facility for breast feeding inside the organisation, trainings for mothers re-entering the workforce, part-time work, shorter working hours & equal pay, regular health check-ups, stocked in-house library programs on wellness & health Initiatives including yoga & naturopathy by experts etc. should be encouraged to increase the commitment levels of female employees and bringing in effectiveness in the organisation.

IV Younger Indian employees, less than 30 years of age should know up front to whom they report, what kinds of decisions they are allowed to make and what is expected each day. Each position should have a formal job description. Managers should encourage and recognise young
employees with positive attitudes and satisfactory or above-average performance. Recognition reinforces their satisfaction levels and promotes continued achievement.

V Young employees in the age group of 30 or below tend to leave the organisation frequently because of a poor relationship with their boss. Managers and supervisors should provide appropriate training in management and people skills. When employees feel there is a career plan for them, they will be more likely to stay with a company. Regular performance reviews should be a part of the plan to provide feedback to the employee and to reinforce their career goals.

VI Involvement among the employees in the age group of less than 30 years can be maximised when the highest possible level of power is pushed down to the employees that have to carry out the decisions. Power means that employees have the power to make decisions that are important to their performance and to the quality of their working lives.

VII Indian employees having higher education level than graduation have greater expectations about the rewards, responsibilities and role in an organisation. Efforts should be made to provide extra-role opportunities other than normally required by an employee having higher qualifications. Provide a platform for career advancement in their career which would become a stepping stone in their ultimate goal and would increase their satisfaction levels.

VIII To give an edge to highly qualified employees in Indian organisations, let them move up the ladder by participating in business activities outside of work. This means increasing job involvement by joining trade or
professional associations, giving speeches or delivering educational lectures, writing newsletter or magazine articles or serving on a committee. This would help to build up the professional network to move up in their career.

IX Job enrichment, job rotation and job enlargement should be effectively carried out by the employers to make jobs for highly qualified managers more satisfying. Whereas job enlargement adds broader responsibilities to their position, job enrichment would give the employee more vertical authority. The objective is to give an employee having qualification post graduation or higher than that, more personal accountability for the work that he does.

X Employees having lesser level of experience i.e. less than 10 years in Indian MNCs should be encouraged to plan their work schedules and get involved in the results. Such employees should be given freedom to create their own schedules with deadlines based on the goals shared with them.

XI Organisation as a visionary leader should help employees with less than 10 years of experience to envision career success through further education and training. When employees see positive results from training and education, they will become even more dedicated to develop their own careers as outlined by the organisation.

XII Indian organisations should cultivate the culture or work environment to dramatically improve the performance of lower level employees and their ability to execute. This transformation should engage the hearts & minds
of lower level executives so that they are committed to the new vision, direction & values and inspired to do their best work.

XIII Companies can essentially redesign jobs to bring the lower level managers up to par with the top level and middle level managers. The primary benefits of restructuring include meeting employee employment opportunity requirements for reasonable accommodation, strategic alignment with company reorganisation and improved employee satisfaction.

XIV Improved air conditioning, improved chairs, better screen monitors, renovated rooms, providing a chill out room with sofas and comfortable chairs etc. can improve motivation and improve performance amongst lower managerial level employees. Setting up a social club that organises regular out-of-work events such as movies, theatre outings, dinners, bowling and outdoor games like friendly cricket matches, volley ball matches wherein top level and middle level participate on same footing with lower level employees would make lower level employees more committed and professional towards company’s profitability.

8.3 JOB ATTITUDE AND ITS DIMENSIONS IN AMERICAN CONTEXT

Employees’ attitude at work plays an important role in productivity and job performance. A positive attitude is conducive to occupational success, while a negative attitude is counter-productive (Workman et al., 2012). Therefore, if employees do not have a positive attitude towards work, it may require considering an attitude change in order to improve work experience. A positive attitude can improve all aspects of work life (Short et al., 2011). Those who display and maintain a positive attitude tend to see career success, a reduction in stress, tend to
be healthier, more motivated and enjoy stronger interpersonal relations not just in the workplace, but also in life (Pearce & Herbik, 2012).

The job attitude and its related dimensions in case of US MNCs were examined under the following sub-heads:

a) Scale purification

b) Demographic profile and dimensions of job attitude among American employees

c) Mean perception of male and female employees towards job attitude and

d) Output from one way ANOVA

8.3.1 Scale Purification

The appropriateness of raw data for factor analysis obtained from MNCs in USA was examined through Anti-image, KMO value, Bartlett Test of Sphericity (BTS) and p-value (0.000), indicating sufficient common variance and correlation matrix for all the dimensions of job attitude individually. The face, content validity, convergent validity and discriminant validity of the sub-scales of job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture were checked and found to be above the threshold levels. In the domain of job satisfaction, the KMO value (0.846) and BTS (908.825) indicated acceptable and significant values, resulting into two-factor solution. The communality of the items ranged from 0.501 to 0.688, the factor loading ranged from 0.703 to 0.828 and the cumulative variance extracted ranged from 36.770 to 55.413 percent. In the dominion of job involvement, twelve statements originated forming six- factor solution with appropriate KMO value of 0.729 and Bartlett Test of Sphericity at 271.527. The communality of the items ranged from 0.515 to 0.670, factor loading ranged from 0.590 to 0.793 and the cumulative variance
extracted ranged from 10.327 to 59.957 percent. In the domain of organisation commitment, factor analysis resulted into three-factor solution with eight statements, KMO value (0.863) and BTS (480.813) indicating acceptable and significant values. The communality of the items aligned from 0.552 to 0.761, the factor loading aligned from 0.732 to 0.859 and the cumulative variance extracted aligned from 24.574 to 56.614 percent. The organisation effectiveness portrayed significant KMO value of 0.833 and BTS value 747.169, the communality of the items ranged from 0.701 to 0.845, the factor loading ranged from 0.566 to 0.864 and the cumulative variance extracted ranged from 21.767 to 58.353 percent. The scale measuring managers’ perception towards organisation culture revealed the KMO value of 0.754 and Bartlett Test of Sphericity at 737.294 that indicated acceptable and significant values. Fourteen statements originated resulting into six-factor solution with communalities ranging from 0.625 to 0.797, the factor loading ranging from 0.586 to 0.871 and the cumulative variance extracted ranging from 15.821 to 65.781 percent. The overall alpha reliability scores for job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture were found to be assuaging at 0.863, 0.869, 0.830, 0.858 and 0.794 respectively.

8.3.2 Demographic Profile and Dimensions of Job Attitude among American Employees

The employees working in US MNCs were 124 male and 116 female employees. The majority of employees in terms of age group were middle aged belonging to 30 to 45 years, followed by young aged belonging to less than 30 years and few belonging to above 45 years of age. Classifying employees on the basis of educational background, it was found that 84 employees were graduates, 149 were post graduates and only 7 employees were having degrees higher than post
graduation. Majority, 142 (59.2%) of the employees had an experience of less than 10 years, 91 (37.9%) employees had experience between 10 to 20 years and 7 (2.9%) employees had an experience level of above 20 years. 21.2% employees belonged to top level, 60% employees belonged to middle level and 18.8% employees belonged to lower hierarchy level.

The job satisfaction in case of USA was found to be positive presenting average mean value of 2.87. The mean values of the statements underlying two factors, ‘interest in job satisfaction’ and ‘work environment’ hovered in between 2.43 to 3.63. The mean perception of American employees was below average as depicted from the overall mean value of 2.29 in case of job involvement. The factors like, ‘job attitude’ and ‘job related practices’ depicted mean values 2.54 and 2.58 respectively as compared to the other factors namely, ‘work role and performance’ (MV = 2.36), ‘in-role performance’ (MV = 2.03), ‘work related attitude’ (MV = 2.18) and ‘job satisfaction’ (MV = 2.06). Towards organisation commitment, the employees of USA had an average perception with mean value of 2.80 on whole. The three components which emerged in the domain of organisation commitment in USA showed mixed perceptions. ‘Negative feeling and identification’ and ‘positive feeling of association’ showed above average perception with mean value of 3.11 and 2.82 respectively whereas ‘psychological attachment’ showed below average perceptions with mean value of 2.42. The conceptions of American employees towards organisation effectiveness were below par with mean value depicting 2.40 in general. Only one element of organisation effectiveness i.e. ‘group performance and satisfaction’ showed mean value of 2.56. Rest other two factors ‘organisation environment’ and ‘group relations’ showed below average perceptions with mean values of 2.36 and 2.28 respectively. The organisation
culture dimension got moderate responses from the USA employees. The overall mean value in this case was found to be 2.54 where the factors like ‘organisation norms and practices’, ‘professional ethics and communication’ and ‘personal values and goals’ held mean values above 2.50 and other factors like ‘leadership style and outcome’, ‘organisation core values’ and ‘organisation ethics and behaviour’ had mean values below 2.50.

8.3.3 Mean Perception of Male and Female Employees Towards Job Attitude

The results of the t-test showed that there was an insignificant mean difference between male and female employees towards job satisfaction. The mean values of male employees had an edge over the mean values of female employees. The gender did not bring any differences in the involvement levels of employees. This was amply proved for all the statements with $p > 0.05$. The mean values of female employees and male employees showed minute differences showing same perception towards job involvement. The mean perception of female employees and male employees in USA towards organisation commitment was unsubstantial as for all the eight statements $p$ was greater than 0.05. The male employees showed higher levels of commitment as compared to their fellow female employees with higher mean values. In case of organisation effectiveness in USA, female employees scored higher mean values than male employees, perceiving better performance of the organisation. However, for all the statements together the t-test revealed inconsequential mean differences between the perceptions of male and female employees of USA. Both male and female employees of USA believed in ethics and culture of the organisation equally. The results of t-test revealed that there is insignificant mean difference between the perception of male and female employees of USA towards organisation culture. For the majority of the statements
male employees were found to be more inclined towards organisation culture. Thus, for the present study, gender plays secondary role for all the dimensions of job attitude like job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.

8.3.4 Output from One Way ANOVA

One way ANOVA was applied distinctly on all the dimensions of job attitude to know the effect of mean differences in age, qualification, work experience and managerial levels on job attitude. The demographic differences based on three age groups for the purpose of study were found to be irrelevant in finding differences in the mean perceptions of employees towards job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture. Notwithstanding the above result, middle aged employees and elderly employees showed high satisfaction, involvement and commitment levels. Output from one way ANOVA in case of educational background of the employees showed p greater than 0.05 for majority of the statements of dimensions of job attitude. Thus, there were insignificant mean differences among different education level of employees on job attitude. It revealed that for all the employees whether graduates, post graduates or higher than post graduates perception towards job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture did not differ. Employees possessing higher qualifications tend to be more satisfied, committed and involved. On the same lines, changes in the work experience levels of employees didn’t bring in significant mean differences in the perception of employees towards job attitude. It emerged from the result of one way ANOVA, where p was found to be greater than 0.05 in majority statements. The mean values of employees having experience
of more than 20 years were found to be on the higher side thereby making them more satisfied, committed and holding good values towards culture of the workplace. The results in case of hierarchical levels depicted for majority of the statements falling under different factors of different dimensions of job attitude \( p > 0.05 \), so overall top level, middle level and lower level employees pose no significant mean differences towards job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture. In USA, lower level employees were found to more satisfied, top level and middle level were more involved and committed.

On the basis of above analysis, the following suggestions are recommended to enhance employees’ attitudes regarding organisational performance and target achievement in US MNCs:

I  US MNCs should provide an equal platform for women to be team leaders, supervisors and counsellors. This would improve and maintain female employee satisfaction and results in better staff retention, since there are fewer reasons to look elsewhere.

II Organisations in USA should create place for female employees to rest and renew during the course of the working day and encourage them to take intermittent breaks. This would bring in effectiveness in the organisations and increases the commitment levels of female employees in USA.

III Cultural change in USA had found to be a disruptive component to the female employees. Even if changes will benefit every employee, modifications to the way make most staff very uncomfortable. Information regarding any change of operation should be communicated...
to female staff in advance. Efforts should be made to depute female employees nearby their home town. The high level of communication and concern for female staff will improve satisfaction significantly.

IV Given the increasingly complex environments in which all organisations operate in USA presently, the capabilities of elderly employees alone will not work well in the future. HR professionals and senior executives must understand the importance of young staff in the age group of less than 30 years to overcome the implications of this gap between current practice and emerging needs. The search should be focused on new techniques for new and young employees in the age band of 25-30 years to help explain what is happening in organisational environments and how organisations can continue to achieve superior performance by developing their adaptive capabilities & skills.

V The USA companies should invest in adequate training for the employees in the age group of less than 30 years to do their job and the supervisors should take the time to provide ongoing coaching & guidance to improve performance to make young employees satisfied & committed. The supervisors should listen to the budding employees’ ideas & concerns, give them regular feedback about their performance and respect them.

VI A business is always with its young employees as they are energetic and have zeal to move forward. In the downturn of USA economy, it is advisable for organisations to build their internal capacities by aligning the skills of young employees with that of an organisation. This will not only enhance the business performance but also increases the
commitment and satisfaction levels of employees in the age band of 30 years.

VII In USA, an employee having only graduation degree has varied levels of motivation, reflecting varied levels of performance and may stay with his employer even if he is dissatisfied. Organisations should treat an employee with graduation degree as an asset, such as by giving him training, moulding him as required, giving him increasingly challenging tasks, allowing an employee to become more influential and derive intrinsic benefits from particular position.

VIII The US MNCs should create programs to assist all employees having lower educational levels with acquiring the new skills that are necessary to meet the challenges associated with industry consolidation, increased regulation, higher client expectations and greater operational complexity. Organisations should extend personal & organisational goal congruence and development of managerial competence in their subordinates especially with lower qualifications.

IX Less experienced employees become more involved in successful outcomes when they know they will share in the rewards. In addition to paying a fair wage, organisations should establish incentives for creative ideas and efforts from the employees who have tenure of less than 10 years that lead to increased business. This will show employees that their efforts are appreciated and their involvement in business is recognised. It also boosts morale and motivates employee with less experience to continue a high level of productivity & creativity.
All the employees even with less experience should be given a stake in the company's success, in the form of profit sharing, stock options or bonuses tied to performance. If the company does well, all such employees should share in the success, in meaningful ways which makes them more involved and engaged.

American organisations should make efforts to hold confidential interviews with employees of the lower levels for the assessment of the issues. In these interviews lower level employees should be provided with an opportunity to share their feelings and views about areas such as interpersonal relationships, effectiveness of communication, effectiveness of processes, skills & style of leadership, quality of physical environment, quality of tools and equipment, etc.

In organisations attempt should be made to provide a timetabled induction programme for all lower level members of staff which enables them to meet all key strategic areas and realise the value of company’s mission and vision. Companies should provide lower managerial level employees with ongoing opportunities and incentives to learn, develop and grow, both in establishing new job-specific hard skills as well as softer skills that serve them well as individuals, as managers and as leaders.

8.4 COMPARATIVE ANALYSIS OF INDIAN AND US MNCs

Organisations are most effective when job attitudes predominate in a positive sense (Latané et al., 2011). Positive employees are on the same wavelength, cooperating naturally and needing little encouragement to embrace constructive change. When an organisation truly wants to create a positive work environment that is based on
high trust, exceptional customer service, collaborative teamwork, operational
excellence and creative problem solving then the leadership team must begin to
understand, invest in and be responsive to the needs of the organisation’s most
valuable assets and one of its most important customers, the employees (Liden et
al., 2012). Employees have different attitudes towards job and these attitudes are
complex. A satisfied and committed employee often equates to a productive
employee. A productive employee equates to effectiveness of the organisation and
happy company (Bishop et al., 2010).

In order to draw comparisons between the Indian and US MNCs, the job attitude
and its related dimensions (job satisfaction, job involvement, organisation
commitment, organisation effectiveness and organisation culture) were examined
and compared under the following sub-heads:

a) Scale purification

b) Dimensions of job attitude among Indian and American employees

c) Correlation between different dimensions of job attitude

d) Mean perception of Indian and U.S.A employees towards job attitude

8.4.1 Scale Purification

The process of R-Mode Principal Component Analysis (PSA) with Varimax
Rotation was adapted to extract factors for all the dimensions of job attitude
individually. The face and content validity of the sub-scales of job satisfaction, job
involvement, organisation commitment, organisation effectiveness and
organisation culture were checked with the help of literature review and discussion
with experts. The convergent and the discriminant validity of the construct were
also found to be considerable. In the domain of job satisfaction, KMO value
(0.603) and BTS (1392.694) indicated acceptable and significant values. The
The communality of the items ranged from 0.507 to 0.659, the factor loading ranged from 0.569 to 0.805 and the cumulative variance extracted ranged from 10.624 to 46.639 percent. The dimension, job involvement was framed into five factors with the KMO value (0.683) and BTS (4329.847) indicating acceptable and significant values. The communality of the items hovered between 0.540 to 0.807, the factor loading hovered between 0.502 to 0.888 and the cumulative variance extracted hovered between 17.536 to 61.906 percent. Four factors having eight statements came into existence in the domain of organisation commitment. The KMO value (0.827) and BTS (1547.307) indicated acceptable and significant values. The communality of the items ranged from 0.501 to 0.875, the factor loading ranged from 0.629 to 0.932 and the cumulative variance extracted ranged from 22.111 to 68.248 percent. The KMO value (0.623) and BTS (1033.666) in case of organisation effectiveness indicated acceptable and significant values with 57.777% of the total variance explained. The communality of the items ranged from 0.528 to 0.619, the factor loading ranged from 0.572 to 0.775. Organisation culture resulted into five factors with thirteen statements having Kaiser-Meyer-Olkin value of 0.685 and Bartlett Test of Sphericity at 4533.232. The communality of the items ranged from 0.569 to 0.861, the factor loading ranged from 0.522 to 0.891 and the cumulative variance extracted ranged from 19.679 to 61.419 percent. The alpha reliability score for all factors revealed exorbitant value, job satisfaction (0.856), job involvement (0.803), organisation commitment (0.818), organisation effectiveness (0.841) and organisation culture (0.859), which is considered highly satisfactory reliable value indicating good validity of the constructs.
8.4.2 Dimensions of Job Attitude among Indian and American Employees

The job satisfaction scored an overall mean of 2.84 indicating above average mean perception of employees of both India and USA. All the five elements of job satisfaction i.e. ‘work dissatisfaction’, ‘work passion’, ‘work stress’, ‘job dissatisfaction’ and ‘job challenge’ portrayed considerable mean values as 2.68, 2.72, 2.83, 3.21 and 2.77 correspondingly. Employees of Indian and US MNCs held below average mean perception towards job involvement with mean value of 2.47. The factors of job involvement like ‘job role and performance’ mean value of 2.69 and ‘employee expectation and performance’ mean value of 2.75 showed higher values as compared to other factors like ‘job related outcomes’ mean value of 2.19, ‘work related behaviour’ mean value of 2.36 and ‘job reward and recognition’ mean value of 2.38. The overall mean value of the dimension organisation commitment was found to be 2.56 showing average mean perception of employees. Amongst the four factors of organisation commitment, employees had below average mean perception towards ‘organisational identification (MV = 2.23)’. For rest three factors namely, ‘under commitment’, ‘organisation loyalty’ and ‘organisation trust’ mean values were above 2.50 showing average perception of employees in both developing and developed countries. The mean value of organisation effectiveness (2.38) showed that employees of both the countries had below average mean perception. The four factors of organisation effectiveness i.e. ‘group association’, ‘group coordination’, ‘career development’ and ‘employee well-being’ presented mean values of 2.13, 2.17, 2.58 and 2.65 sequentially. The employees of both the countries found to held positive average mean perception towards organisation culture with mean value of 2.56 in totality. The factors under the domain of organisation culture namely, ‘organisation norms and behaviour’
depicted mean value of 2.75, ‘leadership style’ depicted mean value of 2.41, ‘organisation norms’ depicted mean value of 2.71, ‘supportive employee behaviour’ depicted mean value of 2.50 and ‘professional goals and ethics’ depicted mean value of 2.43 showing positive and below average mean perceptions towards different elements of organisation culture.

8.4.3 Correlation Between Different Dimensions of Job Attitude

Intercorrelation among different dimensions of job attitude was calculated using Pearson correlation for India & USA individually and for overall sample i.e. India & USA both. Taking both the countries together, job satisfaction was found to be positively significantly correlated with job involvement (.361), organisation commitment (.279), organisation effectiveness (.398) and organisation culture (.269). Job involvement was significantly correlated with organisation commitment (.477), organisation effectiveness (.552) and organisation culture (.325). Organisation commitment was significantly positively correlated with organisation effectiveness (.451) and organisation culture (.513). Organisation effectiveness was also significantly correlated with organisation culture (.351). Significant correlation coefficients emerged between various dimensions of job attitude in India. All the correlation coefficients were above the threshold level of 0.30 depicting all the dimensions of job attitude complement each other in India. In USA, also correlation coefficient showed positive significant correlation between job satisfaction, job involvement (.376), organisation commitment (.294), organisation effectiveness (.410) and organisation culture (.366). Job involvement showed higher levels of positive association with organisation commitment (.659), organisation effectiveness (.567) and organisation culture (.797). Organisation commitment was also significantly correlated with organisation effectiveness.
(0.632) and organisation culture (0.452). Organisation effectiveness showed high level of linear relationship with organisation culture (0.550).

8.4.4 Mean Perception of Indian and U.S.A Employees Towards Job Attitude

T-test was applied to entice the significant mean differences in the perception of Indian and U.S.A employees towards different dimensions of job attitude namely, job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture. It was observed that in case of job satisfaction, Indian and American employees held different mean satisfaction levels since for majority of the statements p was found to be less than 0.05 signifying considerable mean differences between the employees. Further, it was illustrated that employees in US organisations held better satisfaction levels than the Indian employees. The mean perceptions of employees towards job involvement also differ between the two countries with only two statements showing insignificant mean differences. For large number of statements p was less than 0.05 summarising consequential mean differences between the perceptions of employees in USA and India towards job involvement. Higher mean values associated with Indian employees showed that Indian employees tend to be more involved in the organisation. Similar results came out in case of organisation commitment where in employees of both the countries had differences of commitment levels. The mean values of USA employees were little higher than Indian employees showing better commitments in US multinational corporations. The t-test results showed significant mean differences except for one statement where p > 0.05. Thus, taking together all the other statements, employees of the two countries had shown significant mean differences in their perception towards organisation effectiveness. American organisations seemed to be more effective
with higher mean values in case of organisation effectiveness. In the realm of organisation culture, employees of countries were found to be equally inclined showing no significant mean differences towards the culture of the work place. For all the statements, p was greater than 0.05. India being culturally rich country, employees had higher mean values than USA employees.

On the basis of above analysis, the following suggestions are recommended to promote a work environment that advocates positive job attitude, wellness and happiness thereby increasing productivity in Indian and US MNCs:

I  Indian managers should be provided with opportunities for growth and development to help expand their knowledge, skills & abilities and apply the competencies they have gained to new situations. This will increase employee motivation, job satisfaction and help workers more effectively manage job stress in India. This can translate into positive gains for the Indian organisation by enhancing satisfaction levels, improving work quality as well as by helping the organisation attract and retain top-quality employees.

II  In India, programs and policies of the organisation should be such that can promote work-life balance like: Flexible work arrangements, such as flexitime & telecommuting, assistance with childcare, eldercare benefits, resources to help employees manage personal financial issues, availability of benefits for family members & domestic partners and flexible leave options beyond those required by the Family and Medical Leave Act. One of the lasting effects of these kinds of benefits is that the employees begin to develop a stronger sense of confidence in the company and hence increases their satisfaction levels.
III In USA, employee efforts should be recognised by rewarding employees both individually and collectively for their contributions to the organisation. Recognition can take various forms: Formal & informal and monetary & non-monetary. By acknowledging employee efforts and making them feel valued & appreciated, organisations can increase job involvement, morale and self-esteem. Additionally, the organisation itself may benefit from greater employee engagement & productivity, lower turnover and the ability to attract & retain top quality employees.

IV In USA, all the employees want to be noticed and recognised for their work as such, employees are in search of new ways to learn, improve their skills and invest in themselves. This is an opportunity for leaders to get involved and understand how to build the depth & breadth of their employee’s skill sets and aptitudes. Leaders should find ways to elevate employees’ high-potential status.

V In India, health and safety initiatives should be undertaken to maximise the physical & mental commitment of employees through the prevention, assessment and treatment of potential health risks & problems thereby, encouraging and supporting healthy lifestyle & behaviour choices. By investing in the health and safety of their employees, organisations may benefit from greater commitment levels and reductions in healthcare costs, absenteeism & accident/injury rates. Health and safety efforts include a wide variety of workplace practices that can help employees reduce their health risks and manage stress effectively.

VI It is advisable for the Indian companies to facilitate a structure within their campuses that can ensure a free flow of components based upon the
implications for organisation commitment. This can be crafted through certain provisional measures vis a vis. encouraging discretionary work effort, enriching & restructuring job portfolios, reordering the appraisal, reward & recognition systems, promoting nodes for participatory management and democratisation of organisation processes & operational styles.

VII Indian organisations should encourage their employees to take some risks and challenge assumptions, stimulate intellectual curiosity and promote creativity & innovation instead focusing on doing work the same way day after day. By constantly seeking to improve processes and overcoming obstacles, the organisation should allow scope for some experimentation in order to arrive at new techniques. This may cause disruption in business operations for the short term but produce long-term improvements in organisational effectiveness.

VIII Indian organisations should establish a simple and fair dispute resolution mechanism. Since all the disagreements at a workplace cannot be prevented, steps can be made to keep a small disagreement from growing into a bigger problem by dealing with it as soon as possible for an organisation to be effective. Simply practising present and pleasant management can create the kind of relationship where employees are willing to share their problems and resolve the problem fairly. However, Indian MNCs should have more formal policies for dispute resolution, ranging from talking to supervisor to formal grievance committees to ensure effectiveness in the organisation.
IX In USA, organisations still have to work to promote work culture among the employees. Efforts should be made to provide regular, on-going opportunities for employees to provide feedback to management. Communication vehicles may include employee surveys, suggestion boxes, town hall meetings, individual or small group meeting with managers and an organisational culture that supports open, two-way communication.

X Efforts should be pooled in US MNCs to condense the gap that arises as a result of explicit mobilisation of parent culture and underestimation of sub-cultures. This phenomenon leads to socio-psychological polarisation that produces dysfunctional impact on team building initiatives and organisational integration. The contemporary globalisation trends have generated new strings within the work force matrix because of increased trans-national labour mobility resulting in complex workforce diversity. Therefore, the organisations undertaken for the study should consider remodelling their corporate cultural policy to ensure better utilisation and management of talent available across the different corners of the globe.

8.5 STRATEGIC IMPLICATIONS FOR EMPLOYERS OF INDIAN AND US MNCS

The strategic implications of the study from theoretical & research, managerial and financial perspectives in both Indian and US MNCs are as under:

I In order to get out of the downturn of the economy, USA should make efforts at all the levels to learn what’s happening in the BRICS countries (Brazil, Russia, India, China and South Africa) and other rapidly developing nations. Organisations should join local rotary club or another business organisation that has connections with international business.
leaders to learn how those international leaders operate by asking a lot of questions, respecting their culture and getting connected.

II In India, mentoring should be provided as a developmental guidance and support to a protégé for career development. One way to bring people together for a common purpose is through formal mentoring relationships. Successful mentoring programs can help Indian employees to think advance in the organisation and gain higher salaries. Lunch time learning should be promoted at Indian levels where employees in informal manner learn about healthy workplace practices, listen to interviews with leading experts, explore current issues and hear real-world examples of what organisations of all types are doing to foster employee health & well-being, while enhancing organisational performance.

III Indian organisations should set aside finances to organise and sponsor an activity not only for immediate employees but for their families as well. This will encourage oneness and unity among the entire workforce. Organising games that everyone can participate & enjoy will lead to friendly and smooth interaction. Assign employees to form a committee in charge of foods, games etc. will encourage more participation and positive attitude.

IV The Indian organisation should assess employee competencies and outcomes through performance analysis and teach performance management strategies & processes, focusing on ways to handle performance challenges, setting clear expectations and creating development plans. A platform should be provided for performance-
based training and coaching to maximise contributions to the organisation. Then, organisation should perform gap analysis by identifying current skills & abilities for future needs and try to develop strategies to close performance gaps as these efforts would generate more involvement and efficiency in the organisations.

V To instil a feeling of professionalism in Indian employees like employees in USA, the management needs to let employees see the results of their work and how poor work can result in poor results. Conduct training sessions that explain how increased commitment levels affects the company's operation and profit and give employees real examples of how their work can affect corporate results. Employees take a more professional approach to their work when they see how it affects co-workers and the company's profitability.

VI Executives in India should understand that a psychologically healthy workplace fosters employee health & well-being while enhancing organisational performance and productivity. In India, conflict between work and other life responsibilities can diminish the quality of both work & home life for employees, which in turn can affect organisational outcomes such as productivity, absenteeism and turnover. Finances should be set aside to provide counselling sessions to the employees during their work sessions to help them attain work-life balance.

VII Resources should be assigned to help Indian employees address life problems, for example, grief counselling, alcohol abuse programs, employee assistance programs (EAPs) and referrals for mental health services. Health screenings should be frequently done and employees
should be provided access to health, fitness and recreation facilities in the vicinity of organisation itself. This will not only increases satisfaction levels of Indian employees but also brings in efficiency amongst them.

VIII Women at all levels should be encouraged both in India and USA to raise their profile externally, e.g. at conferences & professional society activities and internally by contributing to departmental seminars & presenting to research sponsors. Female faculty ambassadors should be appointed to support fellow female in their professional development and to work with senior staff on events & activities for women.

The research provides substantive support to the job attitude literature and fresh insights about the changes in job attitude in India & USA. In today’s workplace, almost limitless job opportunities and less employee loyalty has created an environment where a business needs its employees more than the employees need the business. Business productivity and success are dictated by how well the entire workforce performs their individual functions. Any destructive and negative attitude of employees should be heeded by the management right away to eliminate toxic in the working environment. Learning how to satisfy employees by hearing them out and offering constructive advice is a good move to encourage positive attitude.

Differences in the attitudes towards job, due to demographic variations have also given alarming situations in both India and USA for the present study. The organisations across India should create policies for managers to pursue projects they are passionate about to enhance their strategic and creative thinking. New
techniques should be developed for new entrants by investing in adequate training and building the internal capacities by aligning the skills of employees with that of an organisation. Indian organisations should provide authoritative and decision-making roles to their workforce to stimulate them mentally to work through important workplace problems and solutions. MNCs should design the working scenario as such wherein flexible scheduling improves employee retention and less time & resources are spent continually on replacing & training new employees. US MNCs should make efforts to create a leadership style which is inclusive, open, consensus building, collaborative and collegial wherein all the employees stand an equal chance of getting ahead. Equal opportunities for employee growth & development at all the hierarchical levels should be provided which includes: Continuing education courses, tuition reimbursement, career development & counselling services, skills training provided in-house or through outside training centres, opportunities for promotion & internal career advancement and coaching, mentoring & leadership development programs. Frequent sharing of business information in friendly and cordial environment enables the managers to solve any problem tactically without jeopardising the interest of others.

Human capital is one of the most fundamental prerequisites to promote and engender successful & committed organisations. Although, the companies across the globe have been in a constant process of corporate evolution & growth but simultaneously the sector has been facing issues & challenges across different domains. MNCs in both India and USA should stand for something beyond simply increasing profits. Efforts should be made to create products, provide services or serve causes that clearly add value in the world, making it possible for employees to derive a sense of meaning from their work and to feel good about the companies
for which they work. Thus, in order to create a win-win situation, organisations in both India and USA should be sensitised to create an environment of high employee engagement which would bring in positivity in the workplace to reap enhanced employee productivity.
REFERENCES


