CHAPTER I

JOB ATTITUDE AND BUSINESS PERFORMANCE

1.1 INTRODUCTION

The concept of attitude is probably the most distinctive and indispensable concept in social psychology and organisation behaviour. It is becoming something of a factotum for both psychologists & sociologists and now plays a central role in most of the recent systematic studies (Bogardus, 2011). Job and organisation attitudes serve as antecedents to important individual and organisation outcomes e.g. performance, counterproductive behaviour, withdrawal and turnover (Staw et al., 2008). Such attitudes reflect employees' relatively stable evaluative dispositions toward referents such as the organisation, their supervisor or the job. These evaluations vary in intensity & favourability and tend to guide an employee’s responses to these targets. There are multiple job attitudes as opposed to just one, because although all entail an evaluation of aspects of the organisation context, specific job attitudes vary both with regard to the target of evaluation e.g. the job or the organisation and with regard to what dimensions are believed to be important in the favourability assessment (Davis-Blake & Pfeffer, 2009).

A job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about and attachment to one's job. Overall, job attitude can be conceptualised in two ways. Either as affective job satisfaction that constitutes a general or global subjective feeling about a job or as a composite of objective cognitive assessments of specific job facets such as pay, conditions, opportunities and other aspects of a particular job (Arvey et al., 2009). Global job attitudes are attitudes developed towards a job through the organisation, working environment, affective disposition, aggregate measures of job characteristics and the social
environment (Rynes et al., 2011). They depend on the broad totality of work conditions. In fact, job attitudes are also closely associated with more global measures of life satisfaction. The job in general scale focuses on the cognitive perspective (rather than applied) of the effects of job attitudes. A variety of job attributes are associated with different levels of satisfaction within global job attitudes (Davis-Blake & Pfeffer, 2009). Organisations across the globe are applying value innovations to develop healthy attitudes amongst employees for managing the organisations strategically & operationally so as to retain and gain competitive edge in the market place (Erez, 2010). This shift is propelled as organisations transform from purely profit generating establishments to learning and growing organisations with multi-talented staff having complex interconnected and inter-dependent set of values (Weiss & Cropanzano, 2009). Job attitude concerns aspects of integrating individual goals with organisation objectives, coordinating efforts of employees and information flows within a particular network.

1.2 CONCEPTUAL FRAMEWORK OF JOB ATTITUDE

In a globalised world, the most important consideration in hiring and biggest deficit among new work force entrants in MNCs, are the attitudes concerning work that they bring with them to their new jobs (Judge & Bono, 2011 and Judge et al., 2008). Attitudes can help in predicting human behaviour at work. An understanding of attributes is also important because attitudes help people adapt to their work environment (Judge et al., 2011). Job attitudes have three components: affective or emotional features, behavioural or action components and cognitive aspects related to beliefs (Fig. 1.1). Affective components of attitude towards job can be very strong & influential and are strongly influenced by direct or vicarious
conditioning. It is a conditioned emotional stimulus and grows into a reflex that is intertwined with new emotional responses (Sondergaard, 2009). The cognitive response is a cognitive evaluation of the job to form an attitude. The cognitive component consists of a set of beliefs about an organisation. It is formed through direct instructions, reinforcement, imitation and exposure. The behavioural component consists of a tendency to act in a particular way with respect to a particular situation in an organisation. This link between attitudes and behaviour depends on attitude specificity, attitude relevance, personality, social constraints and timing of measurement (Organ, 2008). The strength of the link between particular attitudes and behaviour varies but usually people strive for consistency between their attitudes and behaviour.

Thus, building an effective system may have a powerful influence on the attitudes and behaviours of individual employees. Not only is this likely to create a more positive work place environment but it also seems to have an influence on departmental performance, (Iaffaldano & Muchinsky, 2011) higher service quality and operational performance (Hackett & Guion, 2009; Hulin et al., 2009 and Kohler & Mathieu, 2008).
**FIGURE 1.1: JOB ATTITUDE AND ITS COMPONENTS**

![Diagram showing the relationship between beliefs, values, and attitudes in job attitude](image)


1.3 **DIMENSIONS OF JOB ATTITUDE**

Effective and positive attitude towards work conditions has been increasingly recognised as an important and crucial factor in gaining competitive advantage for MNCs (Tait et al., 2010). Organisations that have motivated & enthusiastic managers tend to have lower absenteeism, improved responsiveness, increased workforce efficiency, higher problem solving efficiencies, reduced stress and higher job security (Judge & Watanabe, 2010 and Thomas & Ganster, 2009). The main dimensions covered by job attitude are job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.

1.3.1 **Job Satisfaction**

Job satisfaction can be defined as the “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience” (Locke, 2006). It also represents an interaction between employees and their work environment by gauging the congruence between what employees want from their jobs and what employees feel they receive (Fig. 1.2). Affective job satisfaction for individuals
reflects the degree of pleasure or happiness their job in general induces (Scarpello & Campbell, 2009). Cognitive job satisfaction is usually defined as being a more objective and logical evaluation of various facets of a job (England & Lofquist, 2009). Job satisfaction has been linked to productivity, motivation, absenteeism/tardiness, accidents, mental/physical health and general life satisfaction (Landy, 2008).

**FIGURE 1.2: JOB SATISFACTION MODEL**


### 1.3.2 Job Involvement

Employee’s involvement is a term that has been used in the literature on organisations to refer to individual’s attachments to both organisations and their jobs (Ashkanasy et al., 2010). Job involvement is how people see their jobs as both a relationship with the working environment, the job itself and how their work & life are commingled. Having low involvement contributes to employee’s feelings of alienation of purpose, alienation in the organisation or feeling of separation between what the employees see as their life and the job they do. Vroom through
his theory, The Expectancy Theory Model (1962) emphasised job involvement as personal characteristics and for an employee it is determined by his expectancy level, which results in incentives for action (Fig.1.3). If expectations are lower than the inducement provided by the organisation, job involvement will increase. On the other hand, when expectations are higher than the inducement provided by the organisation then job involvement will decrease.

**FIGURE 1.3: THE EXPECTANCY THEORY MODEL OF VROOM**

![Expectancy Model Diagram](image)


Rabinowitz and Hall (1977) reviewed and integrated previous research in this field and used this basis to develop three major conceptualisations. Job involvement is related to three classes of working variables, the dispositional approach held by the individual, the situational determined approach held and the influence of the interaction between these approaches (Fig. 1.4).
FIGURE 1.4: THE JOB INVOLVEMENT THEORY MODEL OF RABINOWITZ AND HALL*


According to Yoshimura (2008), job involvement concept consists of three dimension viz. emotional job involvement, cognitive job involvement and behavioural job involvement. Emotional job involvement indicates how strongly the worker is interested in the job or how much the worker likes the job. Cognitive job involvement indicates how strongly the worker wants to participate in job related decision making or how important the job is in his/her whole life. And behavioural job involvement indicates how often the worker usually takes extra-role behaviour such as taking an evening class to enhance job related skills or thinking about the job after leaving the office.

Thus, job involvement refers to the psychological and emotional extent to which an employee participates in work, profession and company beyond simply punching in, performing tasks and punching out (Fig. 1.5). In some instances, employees become overly involved with their jobs, leading to stress. In other instances,
increasing job involvement is the best way to enhance career growth (Locke et al., 2010 and Locke & Latham, 2012).

**FIGURE 1.5: THE NATURE OF JOB INVOLVEMENT**


### 1.3.3 Organisation Commitment

Organisation commitment is the individual's psychological attachment to the organisation (Alarape & Akinlabi, 2011; Brown, 2009 and Salami & Omole, 2009). Employees are regarded as committed to an organisation if they willingly continue their association with the organisation and devote considerable effort to achieve organisational goals (Raju & Srivastava, 2009). High levels of effort exerted by employees with high levels of organisation commitment would lead to higher levels of performance and effectiveness at both the individual & the organisation level. Researchers have identified various organisational factors that can be managed in order to foster organisation commitment. Schneider & Bowen (2009) have categorised these factors into four major categories of variable. These
are personal characteristics, job characteristics, work experiences and structural characteristics. Other organisational factors that have been suggested to influence organisation commitment include: Organisation size, organisation culture, leadership style and human resource practices, which could be deliberately manipulated by organisations to influence the levels of organisation commitment amongst their employees (Ulrich et al., 2010). Meyer and Allen (1997) used the tri-dimensional model to conceptualise organisation commitment in three dimensions namely, affective, normative and continuous commitment (Fig. 1.6). These dimensions describe the different ways of organisation commitment development and the implications for employees’ behaviour.

FIGURE 1.6: TRI-DIMENSIONAL ORGANISATION COMMITMENT MODEL *

1.3.4 Organisation Effectiveness

Organisation effectiveness refers to the degree of effectiveness of an organisation in achieving the outcomes intended by an organisation (Etzioni, 2009). Chakraborty, (2009) suggested various tangible dimensions like strategy, governance, performance management & reward, past experience, competencies, leadership, values, brand & culture, role design, processes and operating models & accountabilities forming trust and social capital in organisations which carve the individual behaviour giving birth to organisation effectiveness (Fig. 1.7). These measures have a shared purpose of entwining individual goals with that of organisational goals.

**FIGURE 1.7: DIMENSIONS OF ORGANISATION EFFECTIVENESS**


Etzioni, (2011), measured organisations effectiveness in terms of human resource model, open system model, rational goal model and internal process model (Fig. 1.8). Human resources model emphasises flexibility & internal focus and stresses
cohesion, morale & human resources development as criteria for effectiveness. Open Systems model emphasises flexibility & external focus and stresses readiness, growth, resource acquisition & external support. Rational goal model emphasises control & external focus and stresses planning, goal setting, productivity & efficiency as the criteria for effectiveness. Internal process model emphasises control & internal focus and stresses role of information management, communication, stability & control.

**FIGURE 1.8: MEASUREMENT OF ORGANISATION EFFECTIVENESS**


To create organisation effectiveness, business leaders need to focus on aligning & engaging their people, the people management systems and the structure & capabilities (including organisational culture) to the strategy (Campbell, 2009 and Steers, 2008).
1.3.5 Organisation Culture

The set of important understandings such as norms, values, attitudes and beliefs shared by organisational members can be called as organisation culture (Lewin et al., 2009). Research suggests that numerous outcomes have been associated either directly or indirectly with organisation culture. A healthy & robust organisation culture may provide various benefits, including the competitive edge derived from innovation & employee involvement, consistent, efficient employee performance, team cohesiveness, high employee morale and strong company alignment towards goal achievement (Adkins & Caldwell, 2009). Smircih (2009) viewed five components of organisation culture which plays vital role in shaping behaviour of employees as culture is a process of sense-making in organisations (Fig. 1.9).

**FIGURE 1.9: ORGANISATION CULTURE***

The U.S. business culture as compared to Indian business culture stresses individual initiative and achievement (Wilkins, 2009 and Philips, 2008). Moreover, Americans can also be competitive in both work and leisure. Deal & Kennedy (2008) appraises an organisation on seven dimensions which gives a composite picture of the organisation culture (Fig. 1.10). In many organisations, one of these cultural dimensions often rises above the others, essentially shaping the organisation’s personality and the way organisational members do their work.

FIGURE 1.10: DIMENSIONS OF ORGANISATION CULTURE*


Creating and encouraging the right organisation culture is indeed one of the most important tasks for any leadership team to address (Walker, 2010). The challenge is that culture can’t simply be imposed from top to down. It’s an organic process that relies on and comes from the whole organisation.
1.4 A BRIEF PROFILE OF INDIAN AND USA MNCs

This section discusses the brief profile of companies under study which includes HUL and Videocon in India and Procter & Gamble and Carrier Aircon in USA. These four companies are considered because they are the leaders in the FMCG sector in India and USA respectively. Along with the profiles, this section also focuses on HR values of these companies in terms of providing appropriate organisational culture, measures to improve commitment, effectiveness and job satisfaction of employees.

1.4.1 Hindustan Unilever Limited

Hindustan Unilever Limited (HUL) is an Indian consumer goods company based in New Delhi. HUL’s products include foods, beverages, cleaning agents and personal care products. HUL is the market leader in Indian consumer products with presence in over 20 consumer categories such as soaps, tea, detergents and shampoos amongst others with over 700 million Indian consumers using its products. The most trusted brands from HUL are: Clinic Plus, Lifebuoy, Fair & Lovely, Rin, Surf Excel, Lux, Pepsodent, Closeup, Ponds, Sunsilk, Dove, Vim, Pears, Lakme, Vaseline, Wheel, Hamam, Rexona, etc.

HUL is the No.1 employer of choice in India. HUL has been ranked significantly better than other companies on all the employment drivers. HUL have gained reputation as one of the world's most admired employers by providing an environment where individuals can achieve their goals, both professionally and personally.

HUL offer a vast range of roles, disciplines, functions and international locations to satisfy the most imaginative & determined minds and as the business evolves, new possibilities arise. It gives employees enough opportunities to become a
business leader, work on brands they are passionate about and build specialist knowledge & expertise. HUL success depends on innovation, so it ensures that enterprising people have the freedom to act. It gives them all the support and encouragement they need. At the same time, HUL empowers them to make tough decisions, implement new ideas and use their initiative. HUL believes that individuals should drive their own careers and that life at work should be a continuous learning journey. Seizing the opportunity to make a difference is more important than simply progressing up the ladder. HUL believes that people with this attitude and approach will find their jobs challenging, inspiring and highly rewarding.

1.4.2 Videocon

Videocon Industries Ltd. is an Indian multinational industrial conglomerate head quartered in Gurgaon, Haryana. The group has 17 manufacturing sites in India and plants at Mainland China, Poland, Italy & Mexico. It is also the third largest picture tube manufacturer in the world. The Videocon Group's core areas of business are consumer electronics and home appliances. They have recently diversified into areas such as DTH, power, oil exploration and telecommunication. In India, the group sells consumer products like colour televisions, washing machines, air conditioners, refrigerators, microwave ovens and many other home appliances, through a multi-brand strategy with the largest sales and service network in India.

Videocon has an environment which is driven by performance. Videocon sees competence as the most important factor in its personnel decisions. It has a strong value base that is an individual's creativity is the basis for value creation. Videocon respects diversity and autonomy, allowing each of its employees to exercise their
creativity to the full. Equal opportunities regardless of gender, race, age, religion or nationality builds trust among employees. Maintaining a long-term perspective is the foundation for Videocon's HR policies. Videocon HR programs are designed with a long-term perspective and implemented with dedication & persistence. Videocon offers diverse training programs to its employees by equipping them with the professional capabilities and enabling them to apply the latest technologies at work according to managerial position to encourage learning & development. Videocon offers its employees a competitive and unique reward system which motivates employees to perform better by helping them to enhance their quality of life.

1.4.3 Procter & Gamble

The Procter & Gamble Co. also known as P&G, is an American multinational consumer goods company headquartered in Philadelphia, United States. Its products include pet foods, cleaning agents and personal care products. Prior to the sale of Pringles to Kellogg Company, its product line includes foods and beverages. Company structure is categorised into two global business units with each one further divided into six business segments.

- Beauty segment
- Grooming segment
- Health care segment
- Snacks & pet care segment
- Fabric care & home care segment
- Baby care & family home care segment

P&G believes that education, training, mentoring and ongoing skill development are each important elements toward the continual growth of employees. The continuous development of employee’s commercial, technical and interpersonal skills ranks among top priorities. Company experts provide training courses to
ensure employees successful on-boarding and career development. Every day, employees are surrounded by innovative, supportive and highly talented people across the company that further challenges employee’s thinking. All new employees receive company wide formal training (P&G beginnings) and training specific to function, business unit and/or brand. The P&G build from within culture that encourages training at all levels to continue to expand employee’s knowledge and skill sets. Trainings throughout employee’s career are dependent on role & responsibilities and some may include topics such as leadership seminars, diversity & inclusion, effective team building, management of others and change management methods.

Mentoring at P&G is filled with experienced individuals that are excited to form relationships with new employees who are beginning their career journey. A P&G mentor is an experienced employee who acts as a trusted counsellor, friend, confidante, role model, guide, advisor and voice of experience to a less experienced employee. Mentor/Mentee relationships may form naturally or the business may help introduce new employees to potential mentors. The company not only encourages employees to take full advantage of a wide range of internal skill development opportunities but also recognises that external opportunities have the ability to accelerate personal and career growth.

P&G offers a very generous tuition reimbursement plan that allows employees to seek continuing education courses or programs that are related to their current or potential next assignment within the company. P&G reimburse 80% of tuition and qualifying fees (pre-approval process) with a lifetime cap of $40,000 on company reimbursed expenses. P&G’s affinity groups offer an internal forum for employees to connect and build a strong sense of community as well as has the opportunity to be
in service to the company to deliver better business results. Affinity groups also aim to ensure that P&G attract, develop and maintain a diverse workforce. Structurally, each group is sponsored by a senior leader in the company and regularly meets with executive leadership on key areas & opportunities. Additionally, there are numerous grassroots employee resource groups throughout the company, representing a large variety of diverse interests throughout entire employee population. The design, diversity & inclusion are on top of mind and embedded into P&G’s systems & processes for sustained change.

1.4.4 Carrier Aircon

Carrier Aircon is the worldwide leader in the manufacture of energy-efficient air conditioning systems and part of the United Technologies Corporation (UTC). Carrier Aircon is renowned for inventing and offers a comprehensive range of air conditioning system solutions for the home or office as well as for large commercial applications such as stadiums, hospitals and shopping centres. Carrier Aircon also manufactures complementary products: Controls, fan coils, air handling units and packaged systems. Carrier Aircon is the leader in Europe, North America, Latin America & the Middle East/Africa and has the broadest range of air conditioning equipment from 2 kW to 5 MW of capacity.

Carrier Aircon considers its employees as the most valuable asset. It believes in building a culture of inspiration and mutual respect where personal & professional development is encouraged and diversity is celebrated.

Its business is driven by a fundamental sense of global citizenship & responsibility, maintains the highest ethical & environmental standards and actively supports the communities in which they do business.
1.5 JOB ATTITUDE AND BUSINESS PERFORMANCE

A resourceful work environment enhances employees’ feelings of work involvement. This attitude has a positive relationship with job performance, showing the importance of engagement (Herbert, 2010). Causal relationship between levels of work activities and job resources suggests that employees with positive work attitudes are the ones, who are committed workers and are able to create their own job resources by themselves (Goldthorpe, 2010).

Research suggests that a sound measurement of overall job attitude is one of the most useful pieces of information an organisation can have about its employees through job satisfaction and organisation commitment (Harrison et al., 2006). Business performance, 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 (Eisenberger et al., 2012). Learning how to motivate employees by hearing them out and offering constructive advice is a good move to encourage positive attitude.

There are several possible reasons why employees with positive attitudes towards their work show higher business performance because they often experience positive emotions, better health, create their own job & personal resources and transfer their engagement to others (cross-over). A satisfied employee with positive attitude towards work is one who is fully involved in & enthusiastic about his or her work and thus will act in a way that furthers their organisations interests & performance (Stinglhamber et al., 2011). The work environment prevailing in the organisation play a very important role in order to make an employee more committed with the work and develop positive attitude towards the work. It is also
a very well-known fact that the external factors will definitely lead to an escalation in the internal factors (Marie, 2009). So, the employees in the organisation are given ample number of opportunities to work with congruence in the organisation and provided with various growing opportunities and dedication (Halvorsen, 2010).

Many companies strive to be the best in their market. Most never succeed. Many of the ones that do, so only temporarily & subsequently lose their position through misunderstanding how they got there and what is needed to stay there. Very few, are capable of going from good to great, those who are able to yield best of their employees by positively influencing and growing them (Schumann, 2011).

Organisations strive to be the best performers by clearly articulating the value proposition and core competency of their employees. Organisations choose strategic models to instil positivity in their employees in order to differentiate themselves from the competition and achieve higher efficiency (Walter, 2012).

Each organisation is unique even though each needs to achieve their goals. Due to the complexity of current business dynamics, many organisations face the challenge of how to identify a chain of cause-effect relations that drives the business performance in order to make target correction on time. Continual organisational assessment is necessary for leaders to identify internal positive & negative attitudes amongst employees, to make quick decision and to react quicker for course correction (Wilensky et al., 2010).

Operational excellence by providing high-quality working environment, patron leadership by rapidly providing education & training base to the employees and best total solution by working closely with all levels of employees to figure problem areas is the essence of generating profitability & learning organisations
(Kanter & Moss, 2010). Positive aspirations in organisation not only promote change management but also maximises the business impact by return on investment of people (Theorell, 2010). Hence, organisations should keep reviewing & planning the new strategies for the development of attitude of its employees like saving time by automating routine tasks, streamlining both structured & unstructured processes, reducing redundant & unnecessary steps and meeting the workflow needs of the employees which further will manifold the paths to business performance.
REFERENCES


