CHAPTER III

RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The recent popularity of the attitude and its importance in job scenario has been driven from many directions: The quality revolution, the notions of integrated work force, the growing interest in talent management & learning organisations and employee specific organisation (Garr & Marien, 2010; Flint, 2011 and Peters, 2011). It has resulted in plethora of terminology, including absenteeism, turnover, productivity, supportive behaviour and satisfaction & commitment levels (Guinipero, 2012). Job attitude is the most important paradigm in contemporary business dealing with employees through motivation, training & development, organisation development & change, job enlargement and job enrichment (Brown, Per & Johan, 2012). Organ (2008) argues that performance is defined to include important behaviours which are not generally reflected in performance appraisals, such as job satisfaction, organisation commitment & job involvement and its relationship with job attitude. Thus, such key aspects of job attitude are a subject matter of research and redesign. Research is a value oriented approach that involves gathering, recording, summarising, classifying and analysing relevant facts about any problem along with strong logics and reasons behind them (Gates, 2012). Research is a scientific & systematic search for pertinent information on a specified topic to solve the research problem. It is an approach towards development of an organised body of knowledge & discovery of new insights and values (Cooper & Schindler, 2012). The present study is an in-depth analysis of job attitude of employees of USA and India.
3.2 STEPS IN RESEARCH METHODOLGY AND DESIGN

The sequential steps in research design and methodology followed during the course of study is as under:

a) Need of the study
b) Hypotheses & objectives
c) Pre-testing
d) Sample design
e) Data collection
f) Scale purification
g) Statistical tools employed
h) Significance of the study
i) Limitations of the study

A brief description of aforesaid steps are as under:

3.2.1 Need of the Study

The scope of job attitude in organisations revolves around increase in productivity, group integration & coordination, knowledge driven organisations and culture inheritance (Tyoshold, 2011). MNCs today are facing high turnover & absenteeism rates, high costs of recruiting & training of new joinings, low profit margins and high capital expenditure decisions in India as compared to USA. Besides these, the other constraints towards lower satisfaction & commitment levels, poor involvement in the day to day working of Indian organisations, constraints in finding right fit for the job and brain drain problems result in downfall & hampering of the quality in Indian MNCs. Job satisfaction is becoming more strategic & exerts direct impact on perceptions of employees, quality of work-life and responsiveness of the employee to the changes in the organisations.
Therefore, efficient & effective management of human resource throughout the organisation significantly improves the productivity and ultimate services to the consumers (Caputo et al., 2012). An involved employee provides positivity in the organisational atmosphere, increases efficiency and improves the group cohesiveness (Harmon, 2010). Organisation commitment support and enhances organisational & employee self growth. In developed nations, a high level of commitment & a strong cooperation among the employees promotes efficiency, productivity, effectiveness, reduces opportunistic behaviours and uncertainties in strategic decision making which involves a higher degree of interdependency between employees (Laugon, 2009 and Jawaen & Hillary, 2010). Organisation culture is considered to be a key factor in determining the perceptions of employees, revisiting the thoughts of employees to achieve higher levels of productivity and delivering best services in the interest of the organisations (Coppernum, 2012). But there is an absence of collaborative effort of organisations especially in India to attract, retain and promote loyalty among the employees. Therefore, a need is felt for identifying job attitude variables which affect competitiveness and responsiveness in MNCs across India and USA.

3.2.2 Hypotheses and Objectives

Based on review of literature on job attitude studies, present study formulates following hypotheses and objectives.

Research examining the antecedents of counterproductive workplace behaviours have found empirical evidence which suggest that employees are more likely to engage in misconduct when they hold unfavourable job attitudes (Judge et al., 2008; Lau et al., 2008 and Mount & Johnson, 2008) since these employees may engage in deviant behaviour as a means of restoring control over the job (Bennett
& Robinson, 2009). It has been found that employees in Bulgaria and Kenya are more likely to be dissatisfied when they perceive lower levels of organisation commitment and effectiveness (Blau et al., 2008; De-Lara, 2009 and Lim, 2011). On the contrary, studies conducted in Brazil argue that employees who have higher levels of involvement with their work will be less likely to participate in workplace deviance due to their preoccupation with their job (Garrett & Danziger, 2008). Additional research in context of Pakistani and Japanese firms have shown that the social context of the workplace had an extensive influence over whether individuals will behave in antisocial ways at work (Lewis et al., 2010). Vardi & Wiener (2008) theorised that the organisation’s culture might influence employees’ intentions to engage in acts of organisation misbehaviour. In addition, research carried out in Chinese environment shows that employees learn what group norms are appropriate in the workplace from their co-workers and supervisors (Feldman, 2009 and Morrison, 2008). Therefore, employees themselves develop workplace culture and they don’t tend to be offensive about that culture. Effects of psychological capital on individual economic performance during the last two decades in USA suggested that several psychological capital variables such as: Job satisfaction, job involvement and organisation commitment affect the worker’s earnings positively (Groves, 2010; Heckman et al., 2009; Mohanty, 2009; Mueller & Plug, 2009; Nyhus & Pons, 2010 and Waddell, 2009) thereby rendering positive attitudes towards job. Conversely, another important line of research by economists and psychologists examining the relationship between happiness and attitudes towards job found the evidence that the worker’s happiness indicated by the satisfaction with current personal life affects his/her attitudes positively and not with satisfaction arising out of job and organisation commitment irrespective of the
country where MNC is operating (Graham et al., 2009; Hermalin & Isen, 2009; Iaffaldano & Muchinsky, 2011; Mohanty & Ullah, 2009 and Warr, 2009). This leads to the development of first hypothesis:

\[ H_1: \text{Mean level of job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture of the employees in USA do not differ significantly with employees of India.} \]

\[ \text{Obj: To study the existence of significant mean difference of job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture of USA employees with Indian employees.} \]

Many previous studies have shown that demographic factors like different gender, age, levels of income and educational attainment tend to vary with the attitudes of employees in organisations and hence their satisfaction, commitment and effectiveness towards organisation also changes (Kim, 2011; Martin & Hammer, 2009 and Ruben & Kealey, 2008). Foreign workers are shown to be positively demeanour towards their work with moderate age and income levels inside and outside the workplace in China (Selmer, 2009) and Japan (Peltokorpi, 2010). In Korea, male workers are highly committed and have natural tendency to be highly involved with organisation’s policies (Park et al., 2009). Previous studies of USA on work attitudes of gender roles have examined that female managers proved to be a part and parcel of the organisation with greater efficiency, satisfaction and motivation to achieve organisation goals (Craven, 2010; Fine-Davis, 2010; Hilliard, 2010 and Whelan & Fahey, 2008). Fine-Davis et al. (2010) reported a shift in attitudes to gender roles with its relation to age. Younger female are found
to be highly ambitious and less culturally inclined towards one particular
organisation whereas elder women are found to be stereotyped (Crompton &
Harris, 2009; Knudsen & Waerness, 2008 and Sundstrom, 2009). In India,
differences have been reported in attitudes toward satisfaction and commitment
levels between women and men, although women and men have little difference in
general attitudes toward the assignments. Ford & Miller (2009) suggested that
women are more likely to report significantly greater levels of disorientation and
disenchantment in relation to the organisation effectiveness and commitment,
compared with their male counterparts. Additionally, a survey illustrated that in
India men have more difficulty coping up with diversity in organisation culture and
are fewer enthusiasts to follow varied rules & regulations as contrast to female peer
workers. Based on the studies, the next hypothesis is:

\( H_2 \): **Demographic factors have no significant mean differences on job
satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture of the
employees working in USA and India.**

\( H_{2a} \): **There exists no significant mean difference between male and
female employees of USA and India on job satisfaction, job
involvement, organisation commitment, organisation effectiveness
and organisation culture.**

\( H_{2b} \): **There exists no significant mean difference among different age
group of employees between the two countries on job satisfaction,
job involvement, organisation commitment, organisation
effectiveness and organisation culture.**
**Obj:** To assess the existence of significant mean difference between employees of USA and India, subdivided into gender and age with regard to job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.

From social aspect, in many studies, the key element of education level is important because of its connection with job attitudes. It is recognised that continued education for employees positively affects practice (Waddell, 2012 and Griscti & Jacocono, 2009) but conclusive proof that this directly affects organisation effectiveness is difficult to ascertain (Ellis, 2009; Wood, 2008 and Furze & Pearcey, 2009). In USA, decision making is found to be enhanced by employees holding master's level degree or above with improvements in critical analysis of job satisfaction and organisation commitment to a new level of proactive and autonomous involvement to work pressures (Whyte et al., 2008; Ashworth et al., 2009; Hardwick & Jordan, 2008; Gerrish et al., 2009 and Spencer, 2009). The ability to think analytically is identified by employees holding only graduation degrees, with diagnostic reasoning & problem solving (Ashworth et al., 2009 and Spencer, 2009) and ability to provide a rationale for organisation effectiveness being components of this process (Hardwick & Jordan, 2008). The job model in India suggested that when graduate employees performing in the same organisation settings as their post graduate counterparts, their attitudes are shaped by the same factors and that there are no significant differences across the two groups (Dodd-McCue & Wright, 2009). Proponents of this view contented that different education level of employees don’t affect job attitudes in any way and the only basis for education differences in job attitudes is located in the organisation experiences & positions of such workers (Kanter, 2009). That is, from
a job model perspective, differences in job attitudes are viewed as being attributable to differences in the jobs themselves and are thus, influenced by job status and job tenure (Losocco, 2010). Thus, the studies above postulate the following hypothesis:

**H3:** There is no significant mean difference among different education level of employees between two countries on job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.

**Obj3:** To find existence of significant mean differences among different education level of employees between two countries on job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.

An experience level has two dimensions: self-directed career management & culture-driven career orientation, which describes the individual preference to control his/her career behaviourally and adequately meet his/her career needs. Hence, individuals with high experience level will guide the direction of their careers consistent with their own values, rather than the values of the organisation (Briscoe et al., 2009 and Hall, 2011). Studies in USA and India reflect that individuals with aristocratic experience seek to make themselves more valuable in the labour market and would be more likely to leave their organisations owing to their independent nature irrespective of perceived cost associated with leaving the organisation (Finkelstein, 2009). Other side of the researchers emphasise that highly accomplished individuals maintain the technical core by replenishing its supply of raw materials; distributing its finished products or providing important planning, coordination, supervising or staff functions that enabled them to function
effectively and efficiently (Kidd & Smewing, 2010; Kinicki & Vecchio, 2009 and Ko et al., 2011). However, the literature documented that in almost all the countries individuals who are smacking in the middle of their career tend to help others to complete a task, cooperate with their supervisors or suggested ways to improve organisation processes thereby, engaging in contextual involvement (Van Scotter et al., 2012). Similar results found in other studies (Borman, 2008; Rotundo & Sackett, 2012 and Motowidlo, 2009) provided ample evidence that newcomers in the organisations shape the organisation, social and psychological context that serves as the critical catalyst for task activities and processes (Kiker, 2009). Thus, it can be hypothesised:

**H₄:** There is no significant mean difference among experience level of employees between two countries on job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.

**Obj.** To investigate existence of significant mean differences among experience level of employees between two countries on job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.

In qualitative studies performed in India, top level managers experience increased personal and job satisfaction (Allen et al., 2007; Kram, 2008 and Levinson et al., 2009). Quantitatively, managerial levels relate to a manager’s objective & subjective career success (Allen et al., 2009 and Bozionelos, 2010) as well as job attitudes and reduce job content plateauing. Managers who identify the policies & programmes of the organisation tend to have better job performance, satisfaction, organisation commitment and organisation effectiveness (Brashear et al., 2009;
Raabe & Beehr, 2008; Scandura & Schriesheim, 2009; Scandura & Williams, 2010 and Sosik & Godshalk, 2010). The evidence suggested an additional benefit for middle level managers in terms of performance, that those who increasingly delegate work to their subordinates have higher motivation, feel more satisfied & rejuvenated, gain a sense of accomplishment & meaning in work and increase their esteem among peers & managers (Hunt & Michael, 2008; Kram, 2008; Levinson et al., 2009 and Ragins, 2009) by becoming more effective and efficient in their jobs (Nykodym et al., 2009). Another line of inquiry in USA observed broad behavioural similarities in all the managerial levels as executive managers are seen as the final arbiters of performance (De-Luque & Sommer, 2012 and Van-Tuan & Napier, 2010). Top-notch managers recognise the key characteristics of the overall corporation more easily, establish ties with it (Reade, 2010 and Zhang et al., 2009) and develop the MNC commitment by building a consensus that force binding the individual to the organisation (Meyer & Herscovitch, 2011). The aristocratic managers are involved in creating shared values, personal involvement and recognition of one’s identity as part of the organisation thereby, committing other level of employees to respond to their positive experiences in the organisation (Meyer & Allen, 2009 and Powell & Meyer, 2008). Thus, the above epigraph hypothesised that:

**H5:**  *There is no significant mean difference among managerial levels of employees between two countries on job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.*

**Objs:** *To study existence of significant mean differences among managerial levels of employees between two countries on job*
satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture.

3.3.3 Pre-testing

Pre-testing of the research instrument to measure job attitude is done primarily to finalise the scale items. Pre-testing is conducted on 30 managers from private sector MNCs in India using personal contact approach during January-February 2009. The collected questionnaires are thoroughly scanned to examine the content validity of the items used vis-à-vis to modify the items for better understanding to the users, to incorporate additional items as per managers’ suggestions and to explore the data using inter-correlation analysis for construct validity (Churchill & Iacobucci, 2008). Due to visa constraints, the above refined questionnaire was applied in USA.

3.3.4 Sample Design

Sample design is layout of the selected sample from a given population. It is the way through which a researcher is able to generalise the findings of present research with more authenticity. This study focused on assessing the attitude of employees based on five dimensions in MNCs of USA and India. Two private sector organisations (Procter & Gamble and Carrier Aircon) are selected from USA and their competitors from India (Hindustan Unilever Ltd. and Videocon) are selected for the purpose of research. As such the sample size of employees in USA comprised of 153 managers from Procter & Gamble (Top level -23, middle level- 79, lower level- 51), 181 managers from Carrier Aircon (Top level - 28, middle level- 65, lower level- 88), 790 managers from Hindustan Unilever Ltd. in India (Top level- 99, middle level- 450, lower level- 420) and 605 managers from Videocon operating in India (Top level- 86, middle level- 420, lower level- 99).
Census method is applied in collecting responses from the managers. The actual response is total of 120 each from MNCs in USA and 750 from Hindustan Unilever Ltd. & 400 from Videocon in India. The total sample size in USA and India is 1729 and the actual response is 1390 (81%). The Table 3.1 shows the sample design and the response rate of the present research. The sample size of 1390 is considered to be quite adequate as according to Hair et al. (2010).

**TABLE 3.1: SAMPLE DESIGN AND RESPONSE RATE**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Country</th>
<th>Organisation</th>
<th>No. of respondents contacted</th>
<th>Actual response</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>USA</td>
<td>Procter &amp; Gamble</td>
<td>153</td>
<td>120</td>
<td>79%</td>
</tr>
<tr>
<td>2</td>
<td>USA</td>
<td>Carrier Aircon</td>
<td>181</td>
<td>120</td>
<td>66%</td>
</tr>
<tr>
<td>A)</td>
<td>Total</td>
<td></td>
<td>334</td>
<td>240</td>
<td>72%</td>
</tr>
<tr>
<td>3</td>
<td>India</td>
<td>Hindustan Unilever Ltd.</td>
<td>790</td>
<td>750</td>
<td>95%</td>
</tr>
<tr>
<td>4</td>
<td>India</td>
<td>Videocon</td>
<td>605</td>
<td>400</td>
<td>67%</td>
</tr>
<tr>
<td>B)</td>
<td>Total</td>
<td></td>
<td>1395</td>
<td>1150</td>
<td>83%</td>
</tr>
<tr>
<td>C)</td>
<td>Grand total (A+ B)</td>
<td></td>
<td>1729</td>
<td>1390</td>
<td>81%</td>
</tr>
</tbody>
</table>

3.3.5 Data Collection

a) Generation of Scale Items

On the basis of reviewed literature, threadbare discussion and interactions with subject experts & management of MNCs the study identified various dimensions to measure job attitude. To determine the attitude of employees in MNCs, initially five dimensions such as: Job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture, on the basis of review of literature are selected. Job satisfaction consisted of items extracted from the studies of (Brayfield & Rothe, 2009; Jinaqin et al., 2010; Salvodar et al., 2008 and Ireland et al., 2009). In developing the scale an attitude variable is specified.
This is job satisfaction which is to be inferred from verbal reactions to a job expressed along a favourable – unfavourable continuum. Job involvement comprised of items which are taken from the studies of (Lodahal & Kejner, 2006; Edwards & Kilpatrick, 2009; Guanasekaran, 2009 and Zhao & Lindu, 2009). These items define job involvement in the terms of the extent to which a person’s work performance affects his self esteem. The organisation commitment items are taken from the studies of (Porter et al., 2008; Bagozzi & Philips, 2009; Anderson & Gerbing, 2009 and Peterson, 2009). These items suggested the extent to which the employees identify with the organisation, their desire to remain in the organisation and their willingness to exert effort on behalf of the organisation. For the purpose of organisation effectiveness, items are drawn from the works of (Taylor & Bowers, 2009; Klapper, 2009; Hinson, 2009 and Molnar & Rogers, 2009). The items of organisation effectiveness mainly focused on organisation climate, job designing, supervisory behaviour, peer group behaviour and behavioural outcomes. For measuring organisation culture, items are extracted from the studies of (Pareek, 2008; Joseph, 2009; Ferris et al., 2007; Guest, 2009 and Edger & Geare, 2010). The items dealt with the values of beliefs, leadership styles, seating patterns, primacy, communication and technology & performance.

b) Scale Construction

The items generated from the review of literature and discussion with experts regarding job attitude are based on five point Likert scale. The job attitude is spread over five dimensions that include job satisfaction (18 items), job involvement (20 items), organisation commitment (15 items), organisation effectiveness (14 items) and organisation culture (20 items). Besides these items, demographic information about the respondents is also collected. Questionnaire
was based on five point Likert scale with 5 as strongly agree and 1 as strongly disagree.

c) Finalisation of Questionnaire

The exercise of pilot study led to the refinement of questionnaire with deletion of items. The modified job attitude scale included 87 variables spread under different dimensions of job attitude. 24 items are deleted on the basis of low response rate and their irrelevance. Some items are modified to make them more clear, legible and understandable to the respondents. Ten items of job satisfaction are deleted namely ‘pay allowances and other benefits’, ‘promotion opportunities’, ‘highly disengaged employees’, ‘leadership-clarity of company values’, ‘equal opportunities and fair treatment’, ‘performance appraisal’, ‘family friendliness’, ‘company’s standards of ethical behaviour’, ‘co-workers committed to quality’ and ‘contributions to the society’. Six items of job involvement are deleted viz. ‘decision making authority’, ‘opportunity for personal growth and development’, ‘prestige of organisation outside’, ‘feeling of worth-while accomplishment’, ‘high-energy working environment’ and ‘recognition for good work done’. Four items from organisation commitment i.e. ‘work context and survivor’s intent to quit’, ‘organisation value congruency’, ‘organisation support and dependence’ and ‘task significance and autonomy’ are deleted. Two items each from organisation effectiveness (‘consensus in organisation’ and ‘smooth internal functioning’) and organisation culture (‘clear set of values’ and ‘promoting professional ethics’) are deleted from the pertest instrument. Demographic profile of the respondent that is on sex, age, qualification, work experience and managerial levels are incorporated in the questionnaire.
d) Normality and Outliers

Normality is a test which is used to determine whether a set of data is well-modified by normal distribution or not and is assessed by two ways: graphically and numerically (Park, 2008). The output of Q-Q plot (quantile-quantile plot) is used to determine normality. In Q-Q plot, if the data are normally distributed then the data points fall approximately on a diagonal straight line, which indicates high correlation and if the data points strayed away from the diagonal line then data are not normally distributed (Field, 2009). For the present study, all the data points are closer to the straight diagonal line and no point is strayed outside, which indicates that data are normally distributed. Also, normal Q-Q plot is linear therefore, we conclude that the sample data could come from a population that is normally distributed (Watch & Stevens, 2009).

An outlier is an observation which is numerically away from the rest of data (Covin et al., 2010). In the present study, outliers are identified and deleted through box plot by calculating Z-scores of all the constructs individually with the help of SPSS (16.0 version). In box plot those points which are outside the end of the whiskers are outliers and deleted.

3.2.6 Scale Purification

The raw data obtained through the aforesaid procedure of data collection is subjected to the multivariate data reduction technique (Malhotra, 2004) of factor analysis through SPSS (16.0 version) package for purifying, identifying and examining relationship among key variables affecting job attitude of employees in USA and India, so as to reduce large number of dimensions into few manageable and meaningful sets (Stewart, 2009). Univariate descriptive analysis has been used to analyse mean and standard deviation of each variable. The study followed a
number of rounds and rotations to allow the results to come naturally instead of suppressing the values before hand, as the number of respondents is greater than the number of variables. The principal axis procedure of factor analysis is applied along with Varimax rotation as the best orthogonal rotations procedure with the needed series of iterations for arriving at a stable factorial design and enhancing the interpretability of the factor (Malhotra, 2004). For the purpose of describing the underlying factor structure, ‘the eigen value-one criterion’ is used to determine the number of components to be extracted for further analysis. The communality values for each variable are also extracted. The test the appropriateness of factor analysis i.e. KMO as a measure of sampling adequacy, where values greater than 0.5 is acceptable, values between 0.5 & 0.7 are mediocre, 0.7 & 0.8 are good, 0.8 & 0.9 meritorious and above 0.9 superb are considered for further analysis. Further Bartlett test of sphericity, also known as zero identity matrix/Chi square value, is also used to determine correlation among the variables (Field, 2009).

The reliability of the data is checked by examining the coefficient alpha values for the consolidated data and individually for USA and India. The construct, convergent and discriminant validity of the samples is also assessed. The variance explained (more than 0.50) criteria and factor loading more than 0.5 are used to check convergent validity of the scale (Hair et al., 2010). The degree of correlation coefficient values are found to be quite significant at 0.01 and 0.05 levels for the majority of the items indicating the convergent validity of the scale. The establishment of the discriminant validity is also examined and found within the threshold criteria (0.3).
3.2.7 **Statistical and Research Tools**

To derive substantial results from the collected data, various tools are applied for data purification, data reliability & validity and data analysis. To assess the attitude of employees towards job, the study applied univariate and multivariate statistical techniques using SPSS software. Univariate analysis tools such as mean, percentage, frequency are used to measure managerial orientation towards job attitude. Multivariate analytical tools such as EFA, t-test, one-way ANOVA, correlation test are used for measuring varied relationships in the corporate sector.

3.2.8 **Significance of the Study**

An understanding of attitudes is also important because attitudes help the employees to get adjusted to their work. If the management can successfully develop a positive attitude among the employees, they will be better adjusted to their work. (Sahay et al., 2010). The purpose of analysing attitude of employees is to ascertain the level of satisfaction, commitment, involvement and effectiveness towards their work. The other benefits of the study are:

i. From the managerial perspective, study would benefit by promoting collaborative and long term relationships through effective goal setting, decision making and target achievements between the employees of the organisations which results in proper organisation control, improves competitive ability, reduces absenteeism, timely completion of projects and non-occurrence of stress & boredom.

ii. The policy makers through the present study would be able to understand the components of job which mould the attitudes of employees and the attitudes that help employees adjust to their environment & form a basis for future behaviour. Attitudes often help people to adjust to their work
environment. Well-treated employees tend to develop a positive attitude towards their job, management & the organisation in general while berated and ill-treated organisational members develop a negative attitude.

iii. The study would provide a difference between the attitude of employees in developed & developing countries which would help government to develop standards and frames of references to bring about positive working conditions in the MNCs.

iv. The study will form a base for new upcoming organisations to be upfront with the existing competition and chalk out sound & effective plans to build a talent pool of positive workforce having high morale.

v. Research scholars can be benefited from the study as it would provide justification as to how job satisfaction, job involvement, organisation commitment, organisation effectiveness and organisation culture paves way to change the attitude of employees towards improving profitability and bringing in harmony in the organisation.

vi. The study would educate the HR heads by enticing upcoming & existing problems pertaining to demographic changes on job attitude and its related variables; it will assist the organisations to implement effective policies according to prevailing structure of employees.

vii. The study would provide direction to the policy makers for designing such a framework that can promote employees at all the levels i.e. top, middle and lower levels by tracing the common thread of attitude running at all the levels.
viii. The findings of the study will highlight grey areas due to which positive attitude is lacking in MNCs to the management of organisations. This will assist the ways to change the attitude of the employees in the best interests of the management. The study thus, would assist in overcoming the barriers to bring about reliable and positive workforce in organisations.

3.2.9 Limitations and Future Research

All possible efforts are made to maintain objectivity, validity and reliability of the study, yet, the study on job attitude is conducted amidst certain limitations. The limitations and directions for future research are discussed as under:-

i. Due to time and visa constraints, only head offices of organisations are contacted for data collection. The viewpoints of other branches and sister concern of these organisations on attitude of employees could be included for further research. To add the perspective of supervisors and team leaders can also be added for comprehensive understanding of the concept.

ii. Since the data on job attitude are collected from all the levels of managers, the subjectivity of the data could not be avoided. Due to privacy involved in MNCs, employees might have hesitated to share the correct information as they do not go against the goodwill of the organisation generally. However, the use of validity and reliability of the data monitored the degree of subjectivity.

iii. The study is confined to only two countries. In order to bring effective difference between the developed and developing countries, more countries could be contacted for future research.
iv. The study is organisation specific and cannot be generalised for other organisations operating in other parts of the country having dissimilar environmental business conditions.

v. The conclusions drawn are not completely free from biasness for the responses obtained from different employees through surveys. Meaning and concepts of all scale items is explained to the respondents but due to wider differences in the culture of USA and India, variability cannot be ruled out as it made little difference in the originality of ideas obtained in the field survey and final interpretation.

vi. Some of the important demographic profiles like annual salary and other dimensions i.e. leadership, knowledge management etc. are not included in the existing study. So, future research can be done taking into consideration the above dimensions.
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