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## ATTITUDE OF EMPLOYEES AT WORKPLACE – AN OVERVIEW

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### ABSTRACT:

*Attitude refers how an individual employee feels regarding his assigned job and shows his commitment towards job. Employees attitude are the way of thinking which shape how employees relate their self to the job in the organization. It denotes feelings, opinion and belief regarding different aspects of job environment. Motivation is not only a personal traits, but a result of the interaction between individual employee and the situation. The motivation are the expressed needs that could be conscious or subconscious. In the previous chapter focus has been given on the introductory aspects of attitude and motivation. In this chapter statement of research problem, significance of the study, objectives of the study, research methodology has been depicted. In the present chapter focus has been given on various aspects of attitude and motivation of employees. Every employees have their own attitude when they are in service regarding different aspects of jobs, careers and organizations, where he is employed and providing service. It has been found that most significant part of employees positive attitude is job satisfaction. Poor working condition, unfavourable climate and situation has been the main cause of employees attitude. Apart from this organizational culture have great impact on the attitude of employees. In an organization employees attitude can be measured by interviewing its manpower, carrying out surveys of employees and by conducting focus groups.*



**KEYWORDS:** Attitudes, Behaviour, Job Satisfaction, Psychological Wellness .

### INTRODUCTION

Employees attitude is the form of expression of self. It is apparent that the positive attitude is essential for proper completion of assigned goal and ultimately organizational objectives. A positive attitude with proper thinking in the organization reflect how employees perform for making them more productive. A good and positive attitude employee can improve their self change for further promotion and to get more payment and become role model for other employees in the organization. Positive attitude and good thinking help people to maintain better psychological wellbeing and help them to handle stress of the organization. A employees having positive attitude can influence their co-worker at work place.

Motivation is a significant factor which encourages employees to give their proper performance and help in reaching organizational goals. A strong positive motivation will enable to increase output of

employee but a negative motivation will reduce their performance. A key element in management is the motivation. It is the core of management which shows every human being gives a sense of worth in face-to-face groups which are important to him. A supervisor should treat individuals with dignity and a recognition of their personal worth. A motive is an inner state that activates, moves and directs, channels behavior goals. In other words motivation is the complex of forces starting and keeping a person at job in an organization. It implies emotion desire which conditions one's will so that the individual is properly lead into action.

### Importance of Employees Attitude

Positive attitude is essential for proper and successful completion of organizational assigned goal. Positive thinking with positive attitude in an organization give focus on what employee do, which highlight them more productive and result oriented employee. Whenever a employee show a positive and proper attitude, this can enhance chance of his promotion and they will be provided enhanced pay structure. If any employee can become positive role model not only he can various chances of upliftment rather he will get respect from employer, co-worker and other stakeholders. The people of **Pokhara University (P.U.) Nepal** are not performing his job well due to fear of job. Work force study shows that the employees witnessing big change in the organization, in which they are employed, have less positive view relating to below stated aspects of their job are

- Image of the organization
- Effective leadership of the company
- Career development
- Performance evaluation
- Competiveness
- Communication

Proper thinking and positive attitude help better employees psychological wellness which help them to cope under stressful situation in organization. If employee of the organization shows a positive attitude their fellow worker will be influenced and it can easy to communicate. Broadly speaking employees in the organization with sound character, positive attitude and good values can not only influence his co-workers, and clients rather can influence their employer. Several measurement scale has been used to evaluate, examine and measure one's attitude but it is difficult to measure attitude. Attitude cannot be measured directly. In one hand explicit measure may be used to measure the straight forward attribution of characteristics to nominate group in the other side implicit measures are not consciously directed and it may automatic which make implicit measures more reliable than that of explicit measures. The management of Pokhara University (PU) Nepal is facing major difficulty in measuring the extent of attitude of the employees.

### Attitude at Work place

Work attitudes are the feelings towards the various aspects of job environment the prime key attitudes are namely job satisfaction and organizational commitment. In Pokhara University, Nepal most of the employees are lacking positive attitude, in spite of that positive attitude plays significant role in making the organization best in class organization. A positive attitude have great benefit for both employees and employer, which lead pleasant work culture and more productivity. By positive outlook employer should promote and encourage positive outlook. Positive attitude to work is the right and proper way that a employee carries out work with the objective of helping himself and organization. Attitude to work is the manner in which employee of an organization carry out organizational work. In an organization at various points and position everyone has encounter fellow co-workers having not positive attitude. These works shows unprofessional and negative attitude. Mostly workers have various complain regarding job assignment, working conditions, pay, work culture of the organization,

superior and work schedule. Although employees dislike their job assigned, displaying positive and professional attitude is of prime significance because this highlight the image of superior, peer and other stakeholders. In order to make a organization performing one employees must have to create a positive and productive work climate. Employees attitude at work determine the level and quality of professional relationship which have largely affect productivity and determine success of the organization. When we talk about organizational success we should consider that attitude is the most deciding forces at the place of employment. Hence it is significant to highlight always a positive and professional attitude. Whenever employees display negative attitude it will halt the functioning of organization and will highlight the negative picture of the organization in the business world. It has been witnessed that skill and experience are the most significant character of an employees but attitude plays vital role in attainment of goal and hence professional skill has no meaning without attitude. A helping attitude at work is very important. A sound positive attitude with positive thinking reflect what make a employee a productive employee. Employees attitude is a form of expression of their outlook. It is up to there either choose to be optimistic or choose to be pessimistic. A positive attitude help good in making employees Psychological wellbeing and also help in countering in stressful condition. For getting co-operation of fellow worker the need of positive attitude has been recognized.

A positive attitude changes the negative atmosphere of the organization. For making proper change in unpleasant and unhappy situation of an organization the need of positive attitude is accepted by all. Respect at work place is essential for the employees to show their interaction with the management. A employees should have a respectful attitude while interacting with clients and stakeholders. The attitude of people employed in Pokhara University, Nepal is not proper. Most of the employees are facing problem from their supervisor related to employment, career development, promotion and pay.

### Components of Attitude

Employees attitude contains both internal as well as external components. The internal component involves mostly the way the employees view the work on the other hand the external components involve the way the employees display the view to another people. At the working organization a professional attitude consists of various main components. The professional attitude may be

1. Focus on customer satisfaction
2. Effective management of conflict
3. Proper time management
4. Act in ethical ways.
5. Display effective leadership
6. Creative act and thinking
7. Emotional intelligence displays

Employees negative attitude have profound impact on organizational motivation and moral. The attitude of employees plays significant role in determining success of an organization. The attitude consists of following major components namely (1) evaluative component (2) cognitive component (3) behavioural component.

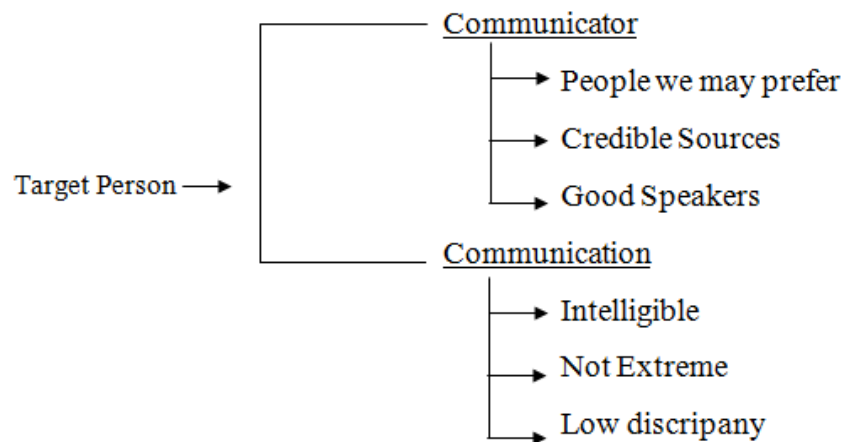
### Changing own Attitude

In may cases employees dislike inconsistencies when employee say one thing and do another job, and when employees discover one attitude they hold inconsistent with other, the unhappy condition is termed as cognitive dissonance. Normally employee find unhappy regarding inconsistencies, believe and other attitudes and are motivated to change their attitude in resolving the dissonance. To show how employee avoid cognitive dissonance, which can be involved in changing their own attitude. The behavior of employees can be dissonant with their attitude, prompting to change their attitude towards protecting the environment. By shifting employees attitude in right manner his

behavior can not be inconsistent with own attitude. And in this way cognitive dissonance can be resolved. The work force of the Pokhara University are not trying to change their attitude.

### Changing others attitude

In many cases employees change their own attitude in order to make it consistent with another. There is such situation which compels one to change others attitude purposely. In various situations people may be more interested to enhance others job related attitude, this is due to their negative attitude may be associated with undesirable behaviour. Further, employees may be more interested in changing attitude for his own job for attaining positive feeling that may generate positive outcome, but employees as well as management personnel are not in a position to change the attitude of other workers.



### Attitude and Behaviour

What is the extent when attitude predicts behavior. Research focuses that employees' behavior has been consistent with their own attitude. Further, it has been accepted that normally a direct link between attitude and behavior does not also exist. There are following principles by which accuracy of prediction of behavior from attitude can be enhanced. These are

1. Normally general attitude predicts general behavior
2. Thereafter particular attitude can predict specific behavior
3. There may be less time between attitude measurement and behavior, the high consistent relation between attitude and behavior.

**Work Attitude:** The significance of the attitude – behavior relation can be examined by demonstrating by Key work attitude:

- (a) Job satisfaction
- (b) Organizational Commitment

### Job Satisfaction

The attitude of most interest has been the employees' general attitude towards job, which is termed as job satisfaction. As far as sources of job satisfaction is concerned it must be located for improvement. The employees may be satisfied or may not be with their job. It is actually a collection of specific job attitudes. Which may be concerned with different aspects of work. Normally an employee can be satisfied with few aspects of the work and on the other side he may be dissatisfied with the other aspects of work. The most common measure of job satisfaction is job description, which

measure satisfaction in terms of specific aspects of employees job, such as pay structure, promotion trend, supervisors role, job itself and co-worked attitude: We have witnessed that the sources of job satisfaction may differ from employees to employees. For various employees it include the challenges related to work, the degree of interest which a employee hold for a person, the working condition and the required extent of physical activity.

### Functions of Attitude

In an organization there are mainly three forms of attitude namely job satisfaction, job involvement and organizational commitment. Attitude in an organization help employees, employer and stakeholder to maintain a organized, stable and meaningful.

Broadly speaking the proper understanding of attitude is significant because it help people in adjusting this work environment and culture. In an organization dynamics people hold key position because people are in the center of organizational structure. People are prime mover and success of any organization depend on the mind set and mental make-up of people and their attitude. In an organization people hold attitude because attitude serve very prime functions. These functions are below

A Adjustment, B Defence, C value expression, D Knowledge

Specific attitude can satisfy the above stated functions

The significant function of any types of attitude can only to find out by considering it in the relation to employees who hold this and working climate and culture in which the operate this.

#### A. Adjustment Function

The adjustment function says people forward rewarding object for making distance form unpleasant situation, whenever employees of organization are respected they may likely to develop positive attitude towards organization and management. On the other side when employees are given poor salary their attitude because negative. Actually attitude of employees in an organization what is satisfying and what is not satisfying.

#### B. Defensive function

Ego defensive attitude may arise due to external and internal threats which arise due to poor experience by directives from the authority sources. Attitude confirms to protect form ego from threats. It is ego defensive attitude which are difficult to change because of misdirected trend. In an organization employees normally maintain specific type of attitude in order to protect their self image.

#### C. Value expression function

Attitude provides employees the way for becoming basis for expression of their values. Ego defensive attitude protect employees form self image. The value expression attitude focus on the expression of the employees core value and self identification.

#### D. Knowledge Function

The knowledge function of attitude can be viewed in various organization. Normally employees want to work in smoothly, hence the wish to suck stability and understanding.

### Positive Attitude at workplace

Broadly speaking a employees positive attitude at organization can improve working condition and make working more pleasant for every employees in the workplace. Positive attitude makes workplace more vibrant and contagions. It plays important role in creating better working climate for all employees. Positive attitude reduce the intensely of negative attitude and negative work ethics. It make & a difference from such employees having not positive attitude and projects the impact of positive attitude. They do not give focus on false and manufactured picture rather they create a positive work culture of the place of employment. An individuals employee should never have negative attitude

of place of employment. Employees has been in the culture of organizational dynamic. The organization is work for the people and run by the people. Organization normally give payment to its employees and it turn expect quality performance. For a employee it always good to accept assignment with open heart and positive attitude. If employee has been assigned some task by the superior, it mean he finds that employees competent to do the task. Hence employee should accept it with positive attitude without criticizing it.

The Job performance of an individual employee is greatly depends on the relationship he share with peer. It is significant that individual employee should maintain friendly relationship with his colleagues in order to discuss various issues related to job and employment conditions. Handling the activities of an organization is a team work and no individual employee can perform all activities alone. In order to get fast outcome the work load of an organization must be distributed among all employees. For attaining best result it is important to make a co-ordial and co-operative relation among the peer of the organisation<sup>8</sup>. It is also important for resolving conflict and dispute in side the organization that job must be properly distributed. No thing in the organization is impossible if it has team of performer having positive attitude and nothing is possible if it has a team of less performers having negative attitude. Any employee may have very good communication skill, may be a very skilled and intelligent worker, but if they do not have positive attitude nothing is possible and total effort will go in vain as far as matter related to organizational goal attainment is concerned. Hence the positive attitude in employees must be welcomed in Pokhara University (PU) Nepal in order to bring a proper change and turn negative into positive. In an organization, employers do not have second option either adjust or ready for fail. In any case no two employees of an organization may be similar in attitude mind set, skill and performance and hence proper co-ordination, co-operation and relation is required in order to turn negative into positive. Hence in the organization at the job, a employee is needed to adjust among their peer for better performance irrespective of skill, intelligence and mind set. We know that the way individual employee thinking with positive attitude have great impact on organization, against that background the employees of Pokhara University (PU) Nepal should give focus on increasing positive attitude in order to make performing working climate.

## CONCLUSION

Employees are in the centre of organizational dynamics. The organization is seen by the people and known for its people. The success of an organization depend on the quality of employees working there in. Employees positive attitude at work place makes work place ore pleasant destination. Employee attitude refers how an individual feels regarding assigned work and shows his commitment towards job. A pleasant employee may be more productive and performing employees. Positive attitude help employees to maintain meaningful and stable work culture and climate. Negative attitude of employees can have profound impact on moral and motivation of employees. Positive attitude is essential for proper and successful completion of organizational assigned goal. Proper thinking and positive attitude help better Psychological wellness which help employees to negate stressful situation. If employees of an organization show positive attitude their co-worker, employer and stakeholders will be influenced and it can be easy to communicate. Hence attitude is a very significant factor in the work place. Motivation is a psychological phenomenon which arise with in a individual. Positive motivation is based on reward. The workers are offered incentives for achieving the goal. A supervisor gets result through his co-workers. The effectiveness of superior depends on the willingness of his fellow workers to do the assigned task.



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