

Impact Of Employee Attitude On Productivity And Performance: A Study On Organizational Employee Behavior In Iron And Steel Industry Of India

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Abstract

Employee attitude at workplace is a key concern for any organization including integrated iron and steel industries. These iron and steel industries are considered as the base for industrialization in an economically developing country like India. Organizational employee behaviors though not related directly to main task activities but are important as they support social, psychological and organizational context which serve as a key catalyst to accomplish tasks for any industry. The present study has been focused on the appraisal of the diverse factors which affects the attitude of the employees in positive as well as negative ways which further impacted on the performance and productivity of an organization. Based on employees' perception, employee attitude may depend on different constraints like work environment, training, remuneration, job security, employee satisfaction, and fairness of treatment etc. which can cause the individuals to work at different rates, thus affecting the overall performance and productivity of an organization. It has been observed from the studies that it is essential for development of healthy employee retention strategy in the organizational ong with planning for producing more number of well-trained manpower. Further, there is also need for research on employees' attitudes at workplace as the literatures reviewed lacked in providing the gene of negative attitudes of employees and their consequences which could hinder the progress of an organization in future.

Keywords: Employee attitude, Organizational employee behavior, Productivity, employee satisfaction.

1.Introduction

For any organization including the iron and steel industry, the employees are the indispensable resources through which all tasks are managed and purposes achieved. The overall performances of organizations will depend on the level of job satisfaction that is affected by the attitude of the employees. In industrial organizational-psychology and human resource management literature, Organizational Employee Behavior, is considered as one of the most extensively investigated areas (Podsakoff et al.,2009). It refers to the extent of behavior that is collaborative in nature in terms of positive, intended, non-obligatory, and goes beyond the list of requirements of a job (Sridhar et al., 2014). These behaviors though not related directly to main task activities but are important as they support social, psychological and organizational context which serve as a key catalyst to accomplish tasks. An employee's attitude can make big difference in the performance and outlook of an organization by developing an environment of positive psychology, job resources, good organizational support and working conditions to stimulate and enhance an organization's overall performance (Sridhar et al.,2014). An employee's attitude may depend on different constraints like work environment, training, remuneration, job security and fairness of treatment etc. which can cause the individuals to work at different rates, thus affecting the overall performance and productivity of an organization. Also, an employee performance has proven to have either a positive or negative effect on productivity (Robbins, 2000). Employees play a crucial role in an organization and contribute widely to the production process. Therefore, the present study is an attempt which will be made with a purpose to understand the effect of employees' attitude on the productivity and performance of an organization associated with iron and steel production in India.

2. Literature Review

In any organization, its effective performance relied on the efficiency or capability of the employees they have (Kumar et al.,2016). With adequate and proper motivation and organization workforce can grow and prove their potential in the long run for an organization. Thus, the human resources of an organization must be managed carefully as the success of an organization is based on the manpower, who is directed and guided throughout to attain the objective of an organization. In this context, studies were conducted on the iron and steel industries of India, as the nature of work and environment in such industries are comparatively heavy and hectic in nature (Muthu kumar et al., 2014).

2.1 Factors affecting employee attitude in Iron and Steel industry of India

Akroyd et al.(2007) discussed that there are diverse factors which can impact an employee's attitude towards their workplace and commitment to the organization which provides them with employment. The researcher reviewed the opportunities provided to the employees in an organization that would enhance their commitment towards work and organization by reducing turnover costs and improve employee performance. The workforce factor is considered to play a significant role in the productivity of an industry.

Sinawi et al.(2015) in their paper discussed on how various factors affect the service performance of an employee. Valid factors like training of the employee and the quality of training that is offered to the newcomers after joining an organization plays a significant role in enhancing the service performance of any employee in an organization. Investment of considerable time and money for the training programmes, lack of communication between the trainees and supervisors to set goals, lack to provide working guideline to employees to help the customers in need are important factors which affects an employee's mind to develop a proper knowledge of the tasks and issues related to the organization and providing adequate solution for it. Again, performance appraisal is another significant factor that predicted the performance of an organization.

Rath et al. (2016) in their paper discussed on the work and business trends in present Indian steel industries. Work culture has got remodeled by introduction of E-business trends in such organizations. Employees got adapted to a next level of work environment through online sales, purchase and deliveries of the products which has further reduced the time and transaction costs to the market. This affected the work efficiency and smooth performance of the employees.

Ramesh et al.(2016) in their paper argued on the diverse factors which affected job satisfaction of an employee in an organization like age, education, intelligence skills, personality, responsibility etc. It was discussed that an employee holds a positive attitude with higher level of job satisfaction than a person who is dissatisfied with his/her job holds negative attitudes about the job. Satisfied employees are producing more and more output in the production of the organization. They further discussed that improvements can also be made by providing training programmes, motivating them by providing with timely incentives and increments which will lead to satisfaction of the employees in work.

2.1.1 Impact of human resource practices on employee attitude

Ray et al.(2011) in their paper discussed the role human resource management in the industries had affected the organizational performance as well as on the employees' attitude. The paper introduced to the idea that a proper relationship between human resource management practices and positive employee attitudes including employee satisfaction, loyalty and productivity and thus it has been widely analyzed. The paper also suggested that there happened to be an increment in the performance and quality of the organization as the employees were considered valuable asset by their improved commitment and loyalty towards the organization. Locke et al.(1969) described job satisfaction as a pleasurable or positive emotional state that resulted from the appraisal of one's job and job experiences. According to this, employee satisfaction is a "function of the perceived relationship between what one wants from one's job and what one perceives it as offering". Further, White et al.(2013) in their article argued about one of the important criteria through which corporate firms achieved higher performance was by influencing employees attitude towards their job and organization by configured practices that are supported by their inherent motivation. Further, Shaukat et al.(2015) in their paper discussed that human resource strategies and activities adopted by an organization had a better effect on

organization activities and had impact on business success through improved employee satisfaction and commitment, organizational capabilities etc. It discussed on high growth of organization through employees' participation on training, selection, participation and compensation for policy development. Modification in the daily routine activities done to serve employees development. According to Appelbaum et al.(2000) the committed employees are psychologically attached to the employers and their organization, they are also more likely to spend voluntary efforts to achieve organizational ends by a well-defined system of human resource practices.

2.2 Organizational employee behavior in Iron and Steel industry of India

According to Vivek,(2016) there has been a direct impact on almost all organization in the recent years due to the swift changes which had occurred in diverse fields. There has been an increase importance of human resources and tough competition conditions that necessitated the organization to experience a natural change process. George et al.(2015) in their paper discussed the positive effect that employee engagement had on the organizational employee behavior as the employees were ready for the task that was assigned to them. It was further reviewed in the paper that the organizations need to understand the extent to which an employee engage to their work and any reason for disengagement and also look into measures to promote their engagement. According to Agarwal,(2015) in any organization it could be the stress related to the job and the job satisfaction which was considered to be the deciding factor for the level of employees work commitment. Sridhar et al.(2014) in their paper argued that though organizational employee behavior had an indirect impact on the business outcomes of organization but can further facilitate workplace performance with an impact on organization's culture and individual productivity. It was reviewed that through employee commitment only organizational employee behavior in an organization can be developed. Fabienne et al.(2016) discussed that commitment of employee in a workplace was strengthened through a favorable work climate and opportunities for employees training and development. Paul et al.(2016) highlighted in their paper the significance of commitment to encourage organizational employee behavior. The study further discussed resilience in different context. Jain et al.(2012) in their paper discussed the interrelationship between the organizational stress and organizational employee behavior and suggested that there existed a negative relation between these two variables. It can further be summarized from their findings that employees could reduce their stress and maintain their productivity by not getting involved in the organizational employee behavior . An understanding and cooperative environment in organization nurtured positive attitude among employees which had developed an organizational employee behavior within its employees was reviewed by Subramani et al.(2015) from their conducted research.

2.3 Employee attitude problems in Indian Iron and Steel industry

In any workplace, good or bad attitudes can be instigated within its employees due to the surrounding work environment which could further affect the economic progress of the

organization. Prabhu,(2013) in his paper discussed about absenteeism as a primary feature in the Indian industries which had affected the employee efficiency. It further discusses that absenteeism had an adverse effect on employees' productivity and wage loss among employees are experienced. Paul et al.(2007) in their paper discussed about the negative affectivity which was considered to be attitude problem of employees in their respective workplace. The researcher further reviewed on negative affectivity which was considered to be a personality construct that featured chronic negative mood states, nervousness and worry, pervasive feelings of discomfort from the surrounding people and environment (Watson et al.,1988). Maiti and Dasgupta,(2003) reviewed that accident involved in workers due to lack in emotional stability in greater degree than the non-accident group of workers. Maiti et al.(2004) again identified negative affectivity as a major safety problem in the underground mining industry. Job dissatisfaction is another important major issue considered among employees who has dissatisfaction towards their jobs (Quinn and Staines,1979). Deviant behavior of the employees at workplaces resulted due to lack of work related resources like social support, low job demands were some important criteria reviewed through the studies made by Nabila et al.(2014).

2.4 Impact of employee attitude on employee performance and productivity

Leblebici (2012) in his paper reviewed as how the quality of work environment of an employee determined an employees' motivation, subsequent performance and overall productivity of the organization. Further, Saranya,(2014) in his research paper attempts to present how satisfaction in jobs is related to the employees' motivational attitude and enthusiasm, which had a direct influence on the productivity of the organization. Charness et al.(2007) found that worker attitudes directly affected behavior and thus overall productivity. The impact of worker attitudes comparing their own wages to co-worker's wages was found to be a non-factor in affecting workers' efforts. Charness et al.(2007) concluded that workers' efforts were related to their own wages, raising a question about the validity of equity concerns in relation to pay policy (wage compression and wage secrecy). Singh et al.(2014) in their paper discussed that for every organisations different strategies to be developed to strengthen the work environment and support employees' morale, give importance to their requirements for their satisfaction. This would further boost up the performance and productivity of employee as well as the organization. Following it there can be strong correlation between the work satisfaction of the employee and the organizational productivity and performance, as the working environment had a positive effect on the satisfaction of the employee which was discussed and highlighted in the study of Sukdeo,(2017). It was further discussed that those employees who appeared to be satisfied from their job due to high remuneration, fairness of treatment, conducive working condition, greater job security, more training and development tends to remain efficient and motivated towards their work. Thus, employees work performance add value to organizational productivity process.

3. Findings and Discussion

The present findings from the literatures inferred on the human resource strategies are significant for the enhancement of an organizational performance and its success, as such strategies offered extensive training and development programs for the enrichment of the employees which would result in their attitude and personality development. The study presented a concept matrix table (figure.3) based on the concepts provided by different literatures which supported an interrelation between the employees attitude their motivation and commitment for work which would have a direct impact on the performance and productivity of an organization in the course of time. Certain plans and factors are also needed to keep employees motivated to further develop and keep those valuable employees for the betterment of the organization. Further from the studies it can be inferred that likewise employees positive attitude which has a positive effect on the progress of any organization, there are negative attitudes too which have decreased the productivity rate of organizations over time. As the current research area lacked in adequate data, thus there was a difficulty in obtaining proper information.

| Authors | Concepts | | | |
|-------------------|---|--------------|-----|-------------------|
| | Productivity | Satisfaction | OCB | Negative attitude |
| Rath et al.(2016) | Business trends got remodeled by E-business in iron & steel manufacturing industries. Adaptation to new work environment of online sales, purchases which help in smooth performance, effective productivity. | | | |

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|---------------------|--|--|--|--|
| Kumar et al.(2016) | In any organization, effective performance and productivity relied on the efficiency or capability of the employees they have. | | | |
| Ramesh et al.(2016) | | An employee holds a positive attitude with higher level of job satisfaction than a person who is dissatisfied with his/her job holds negative attitudes about the job. | | |
| Sukdeo,(2017) | | A strong correlation between the work satisfaction of the employee and the organizational productivity and performance, | | |

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|------------------------|--|---|---|--|
| | | as the working environment had a positive effect on the satisfaction of the employee. | | |
| Fabienne et al.(2016) | | | commitment of employee in a workplace was strengthened through a favorable work climate and opportunities for employees training and development. | |
| Subramani et al.(2015) | | | An understanding and cooperative environment in organization nurtured positive attitude among employees which had developed an organizationa l employee | |

| | | | | |
|-------------------------|--|--|--------------------------------|---|
| | | | behavior within its employees. | |
| Prabhu,(2013) | | | | Absenteeism had an adverse effect on employees' productivity and wage loss among employees. |
| Maiti & Dasgupta,(2003) | | | | lack of emotional stability in greater degree as a major safety problem in the underground mining industry. |

Figure 3. Concept Matrix Table

4. Conclusion

From the review of the literature conducted there is a strong interrelation between the employees work attitude and productivity and performance of the organization. It was found from the study that the variables like work commitment, job satisfaction, motivation and development of human resource strategies and employees negative behavior s and attitude of the surrounding work environment would have a significant impact on the productivity and performance of the organization. Further, it could be suggested that there is a need for a healthy employee retention strategy in the organizational environment with planning for producing more number of well-trained manpower. Further, there is also need for research on employees attitudes at workplace as the literatures did not cover the type of negative attitudes and their consequences which could hinder the progress of an organization in future time.

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