

ATTITUDE BUILDING: AN UNPARALLELED DETERMINANT FOR ORGANIZATION SUCCESS

Abstract

Organization and work performance are largely determined by combination of both external and internal factors. For excellence to sustain it is important that equal compatibility between social and psychological dimensions are sufficiently taken care of. In this context the role of our feeling, thought process and past experiences towards any stimuli matters a lot. Irrespective of the technological support, defined work process and operational perfection the role of an individual behavior matters most.

This is one reason why HR is one of the important and strategic roles in organization development. One of the elements in this context is our Attitude, a common and repetitively used word but which holds the capacity and cause of causing difference and thus leading to distinctiveness.

The chapter in succeeding paras will talk about role of attitude in effective decision making, rational direction and ensuring effective outcome. It will explore components and characteristic and how our attitude defines our outcome largely. This will help in developing and modifying areas which are many a times unintently unexplored and will help in vivid implications right from reducing conflict, effective communication, team building, effective performance and ensuring enthusiasm at work place along with developing holistic personality and satisfaction.

Keywords: Attitude, Components of Attitude, Valence, Values, Commitment.

Authors

Dr .Vijit Chaturvedi

Professor

HR,OB & Psychology

Amity Business School

Amity University

Uttar Pradesh, India.

vchaturvedi@amity.edu

Prof (Dr). Sanjeev Bansal

Dean FMS & Director

Amity Business School

Amity University

Uttar Pradesh, India.

sbansal1@amity.edu

I. LEARNING OUTCOMES

The Chapter will introduce and help in understanding the following

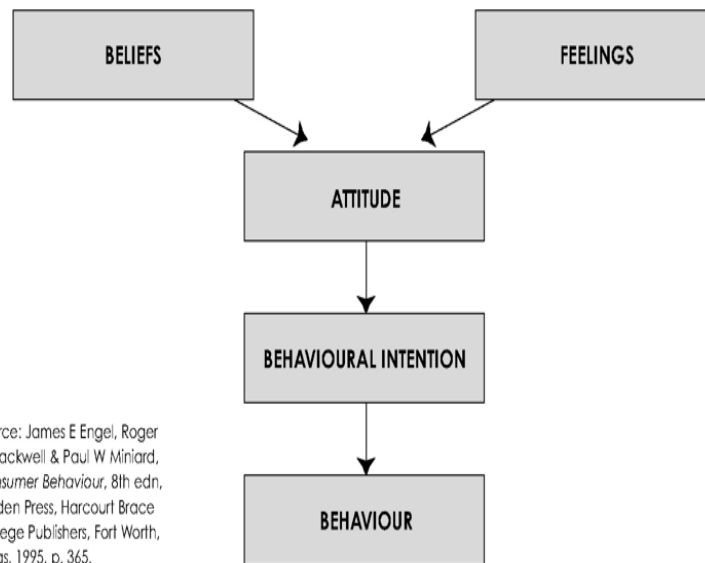
- To understand what attitude is and its components.
- To understand process of attitude formation
- To understand different characteristic of attitude and its implications
- To understand pivotal role of attitude in related behavioral components

II. UNDERSTANDING ATTITUDE

1. **‘Attitude’:** refers to evaluative statements that are generally referred for our opinion, belief, thought process or platform for interpretation towards any object, events or things. They broadly reflect about how we feel about something. For example, when somebody says I like my job is referring to feeling towards work.

It is a “predispositions towards action, about or toward people and things, evaluation of people, objects and ideas, and is made up of emotional reactions, thoughts and beliefs, and action components”. Every individual holds different attitude towards different events, object, people, or things depending on number of personal and learned need pattern based on complexities of the world. The reasons may include our biological reasons, heredity, and environmental factors.

2. **Happiness:** being the goal of every individual finds its source from multiple ways. It serves as a mechanism wherein few components are primary, starting with **willingness** to be happy , anything which helps us in getting a feeling of satisfaction , complete, accomplished and filled is happiness. it is for an individual to define and recognize whether this is real happiness for them, since it is an experience a realization, an awareness, a high level of consciousness. The drive is remaining in this state **‘permanently’**. It is this happiness that when led for long becomes **attitude** and wherever we go, we reflect the same. Thus, it becomes an inherent part of an individual, inseparable and manifesting in its multiple ways wherever we go personally and professionally, not only benefiting self but everyone.
3. **Attitude and its components:** Attitudes are not same as values, but both are interrelated, with the help of an example let us understand that- I do not believe in injustice is a value statement. Such a statement is **Cognitive component** of our attitude. Such value /feeling drives to more in-depth part of attitude which is **Affective component**. Affect is an emotional or the feelings segment of an attitude and is reflected may be as an added component like I do not believe in injustice towards minorities’ clears the feeling towards a specific group/set of people, this as a result will affect our **behavioral** thus causing behavioral Impact which is the third component of attitude. The basics of attitude can be understood as the following diagram viewing the attitudes are made up of three components will be helpful in understanding the complexity and also the complex relationship that exists between how attitudes affect the behavior, but it is also important to understand that attitude is effect of all the three components of behavior.



III. HOW ATTITUDES ARE FORMED

- Direct learning
- Social learning / Observational learning (Family, peer, neighborhood, eco. status and occupation Mass communication)
- Social comparison

In organizations attitudes are important as they affect our job behavior, our feeling towards our bosses, subordinates, peers, organization policies and procedures all are affected based on what kind of attitude we hold and thus it affects our behavior.

IV. CHARACTERISTICS OF ATTITUDE

The basic characteristics of attitude involves-

1. **Attitude has a Context:** Every attitude is anchored by a context whether it is people, object, or event, thus depending on the context attitude and behavior varies, thus depending on the context attitude is explicitly reflected.
2. **Attitude are Learned:** Attitudes keep changing and depends on our surroundings both internal and external, and we keep learning and changing in accord. Thus, depending on the situation attitudes are consistently changed and it is important for organization to keep a check on attitude changes and thus bring desired change.
3. **Attitude are Predefined:** Every individual has a predefined attitude and dependent on surmounting situation and consistent learning it keeps varying. Thus, with an organizational perspective consistent monitoring attitude and ensuring it in line with organization goals should be planned.
4. **Attitudes are Relatively Stable:** As our habits, beliefs, values are stable and until they are not functional as per our consequential outcomes and expectations we do not

challenge them, these all being basis of our attitude formation applies in same sense. Thus they remain stable until being altered by a strong challenging stimuli.

5. **Attitudes are Emotional Component:** Attitudes are largely driven by our feeling and resulting impact of these feelings, they are thus emotional component which are long driven and affect explicitly our decision and outcome.
6. **Attitude Influence Human Behavior:** We are a result of what kind of attitude we hold towards surroundings whether people, object, or things. Our behavior which is an outcome is driven by our feeling/emotion we carry towards things or people and thus are tangibly measurable too. It is evident that they are open to change and can be altered. Attitudes help in reinvigorating differences and cause behind different behavior.
7. **Attitudes Carry:** value and thus have valence that differentiates our behavior differently in different situation and have multiple factors and thus display multiplicity as they are caused by different factors, may be different in form of weight/ importance attached but have vividness. They change as per our needs and thus flexibility or adaptation to change also should be inculcated as necessary part of our attitudes.
8. **Attitudes in Totality:** Attitudes revolve around some predefined focused factors and have centrality in terms of explicitly. Attitudes are pervasive in nature, irrespective of our biological, psychological or job-related changes whether personal or professional domains they are pervasive in nature. They may not be clearly visible but are reflected in form of our behavior which can be assessed in multiple ways whether our decision making, communication, values, work style, opinion, insights, and overall personality.

V. TYPES OF ATTITUDES

It is quite evident that an individual can have many attitudes but in context to assessment we need to focus on limited number of work-related behavior-

These work-related attitudes affect in both positive and negative way to evaluate and help in assessing what do employees hold about different aspects of work environment. There are their kinds of basic attitudes that we are discussing further –

1. **Job Satisfaction** – This refers to a feeling an individual has towards his/her job. A person who has high level of job satisfaction will hold high level of positive feelings towards job and vice versa is also true.
2. **Job Involvement**- This refers to the extent to which we feel engaged or attached to our work there can be various factors that can affect our level of involvement in our task/job and is thus an important component of determining future retention, high productivity and satisfaction among employees, it also helps in exploring reasons that can cause deviance in behavior and in work. When planned effectively it can help to strengthen employer-employee relation and bring creativity at workplace largely.
3. **Organization Commitment** -It refers to what extent an individual is in line with agreement in terms of what values an entity holds and thus ensures complete compliance to achieve its goals thus job involvement refers to identifying with one's specific job

whereas organization commitment refers to identifying with one's employing organization. There is a positive relationship between organization commitment and job productivity, but relationship is modest.

- 4. Building Positive Attitude-** Our thought, feelings and action reflect our attitude, which is simply our ways of thinking, behaving, and reacting towards-people, objects and things. Attitude is our guide to action as it is a predecessor to almost all those components which keeps us going and distinct.

A **positive attitude** is a mindset that helps you see and recognize opportunities. **Positive attitude** means **positive** thinking. As being happy is important and requires practice similarly is attitude which is an important function of our behavior that decides consequentially our state of happiness.

5. It requires following points-

- Keeping calm
- Identify the situation.
- Analyse own psychological composition
- Identify the external and internal filters.
- Find the objective and supportive evidence.
- Be evidential in practice and thinking.
- Check and recheck before judging, perceive broadly, keeping thoughts and mind open
- Interaction with appropriateness
- Monitoring mood
- Knowing ourselves well and being aware of surroundings

6. “Attitude is never automatic, it has to be worked upon” It is important to note that wherever we are we should remember –

- We control our attitude.
- Focus on beliefs that create a positive frame.
- Create a library of good strong positive happenings and belief into it
- Avoid negativity or negative thought-provoking people, ideas, and discussions.
- Use positive vocabulary

VI. LEADERSHIP IMPLICATIONS FOR ATTITUDE BUILDING IMPORTANT ASPECTS OF ATTITUDE

- 1. Attitude and Consistency-** Every organization expects a less deviant and consistent behavior whether it is in terms of performance , enthusiasm , organization commitment or any other aspects related to organization brand image etc. Attitude has a strong role to play in this, it helps in bringing consistency thus ensuring a smooth organization culture. It is thus the responsibility of manager/leaders to ensure consistency in terms of attitude to ensure smooth performance.
- 2. Cognitive Dissonance Theory-** Leon Festinger proposed in 1950 a theory called Cognitive dissonance that refers to establishing linkage between behavior and attitude, it

refers to any incompatibility that an individual might perceive between two or more than two attitudes, any form of inconsistency is not favorable and thus it is important for an individual to reduce any kind of inconsistency so as to ensure smooth work and relations. It is though not possible to remove dissonance completely but understanding reasons and improvising in accord. The role of rewards also plays in reshaping the attitude; thus, this theory makes complete sense when it comes to attitude setting.

3. **Self-Perception Theory** –Another important component that plays a pivotal role in attitude setting is knowing self completely. If there is clarity whether it is in personal or professional domain, it becomes easier to work upon and modify wherever required.
4. **Attitude Surveys-** To maintain attitudinal consistency and also to ensure required changes it is important to conduct attitude surveys on required intervals to avoid any delay in resorting issues that looks short term but can have long term impact on organization.
5. **Attitude and Work Force Diversity** –Another important role that attitude measurement and management plays is in managing work force diversity, this being an important factor requires consistent attention as with rising complexity, aspirations and expectations the chances of conflicts, mutual differences are obvious, but these factors should not be left unattended, thus it's important to take stock consistently on factors affecting behavior and through required interventions work on it.
6. **Behavior Modification-** refers to the techniques used to try and decrease or increase a particular type of behavior or reaction.

VII. LEADERSHIP IMPLICATIONS FOR ATTITUDE

1. **Attitude and Job Satisfaction-** Attitude as discussed is an impact / affect, it can be measured and is explicitly reflected in behavior of people, the larger gamut where it shows impact is on satisfaction from Job. Job Satisfaction is understood as what kind of feeling and emotions do, we carry towards our job and the resulting satisfaction based on different factors both internal and external.
2. **Measuring Job Satisfaction** –One important area where attitude reflects in workplace is towards Job satisfaction. There are various questionnaires based on varied theories which aid in measuring job satisfaction and thus bring desired changes depending on change required and context of change. This helps in maintaining momentum and avoiding reasons of disengagements.
3. **Job Satisfaction and Employee Performance** – The level of job satisfaction directly determines the kind of performance an employee will create. Majority organization thus spend substantial budget, time, and strategies to ensure the satisfaction as low levels of job satisfaction leads to long term organization issues.
4. **Interventions for attitude building and reshaping-There can be various ways by which desired attitude can be modulated-Reinforcing positively** Consistent follow up and training the desired ways by positive ways help in positively reinforcing the desired attitude.

Similarly, by **negative means** may be fear or punishment it can consistently be anchored so as to develop desired attitude. Many a times a planned punishment in form of penalty is also done to ensure development of desired behavior.

Similarly, different psychological techniques are also available to ensure shedding off undesired behavior and development of desired behavior. When these are consistently practiced it leads to removal of undesired and inculcating desired behavior.

With a consistent effort thus, attitudes can be trained upon and this helps in accelerating performance, productivity and ensuring strong organization citizenship behavior.

Thus, from the above discussion attitude plays a significant role in organization functioning. It requires a consistent effort and attention to ensure attitude is taken care in all the aspects of both internal and external stakeholders and timely assess and improve factors affecting attitude formation and change. This results into developing effective relationship, acceptance, and congruence in goal achievement.

VIII. CASE LET FOR DISCUSSION HAPPINESS AT FERRARI

Ferrari is an elite Italian automobile company that sold 7,200 sports cars in 2011 with a price tag of, on average, €200,000 each. That year the company had record sales, with revenues of €2.2 billion, up 17 percent from 2010, and profits of €310 million, up 9.5 percent. Forty million euros of that came from brand licensing of products which ranged from sporty Puma clothing and shoes for racing fans, to luxury products such as Vertu mobile phones, to electronic games for various devices with Sony, Microsoft and Electronic Arts. Ferrari had four main goals: hire the best people, make the best products, extend the company's global reach, and be victorious in Formula One—the most prestigious racing series, where Ferrari could boast unprecedented success since the Formula started in 1950. The company did not market its product; its marketing came from its Formula One victories.

Ferrari owners enjoyed a close relationship with the company through a wide range of exclusive services and activities they could take part in, from driving courses to rallies. Ferrari organized special events, such as a three-day driving tour through Italy. Owners could fly or ship their cars by boat to Italy—from as far away as Japan—to be part of this elite event.

IX. PURPOSE

Ferrari employees had a sense of purpose because they were part of something special and elite. Ferrari's view was that it did not simply sell cars, it sold dreams. As the consistent winner in Formula One, its employees knew they were part of a winning team. The company employed the best people, so the winning team feeling went beyond the race track to the company itself. After work employees could go home in their red Ferrari work overalls, which was a status symbol for some.

X. AUTONOMY

Ferrari gave employees a feeling of autonomy by helping them plan their careers from the moment they were hired until their last day on the job. One of the first things new hires did was sit down with a manager to figure out where they wanted to go. They were encouraged to do what they were good at and to figure out in which areas they wanted to grow. Younger employees were assigned a mentor to guide them in making the best career decisions. Older workers were not put out to pasture but became mentors.

XI. COLLABORATION

Ferrari worked hard to build a company that was employee driven, rather than the other way around. Salaries were slightly higher than at similar companies, but above all Ferrari provided important benefits. For example, the company helped its employees get the best interest rate possible on a first mortgage by directly negotiating with banks. The company also provided inexpensive flights for employees with family outside the area to get home for the weekends,

XII. EXCELLENCE

Ferrari designed multiple ways to drive employees toward excellence, including a yearly competition among its 1,500 blue-collar workers (mostly skilled workers involved in all the production processes) to come up with the best idea to improve the process or the product.² The prize was a weekend for two away in another city like Vienna, or a similar type of prize. Ferrari Director of Communications Stefano Lai said the employees did not enter the contest simply because of the prize, but because it gave them a sense of ownership and pride because they were helping the company to succeed. Employees also played an important role in keeping the accident rate low through a robust safety reporting system. In addition, the first public showing of a new Ferrari model was inside the company for employees only to show them the fruits of their labor before everyone else in the world got to see the car.

XIII. THE DOWNSIDES OF HAPPINESS

A potential downside of happiness at Ferrari was that employees could put so much energy and emotion into their job because they felt part of something special that it could lead to frustration if they did not become high-level managers. While employees received their earned promotions and pay raises, not everyone could become the CEO. One other point related to younger employees: if Ferrari was their first employer, they might not appreciate the benefits they had and might think it was the same everywhere.

XIV. QUESTION FOR DISCUSSION

In context to satisfaction and expectation from management think from employee perspective factor that lead to employee satisfaction and attitude building?