ATTITUDES SHAPE AND SUSTAIN ACHIEVEMENT

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Synopsis: -

Business environment is dynamic and organizations cope with these changes in different ways depending on their products and market requirements. More and more organizations today are driven by the profit orientation, rightly so, and organizational achievement is measured in terms of returns to shareholders and stake holder interests. Whereas the stated objectives of non-profits are laudable what baffles one is the attitude and orientation of these organizations and people working for them. One can easily understand that the orientations of organizations differ with respect to their objectives. But there is one constant factor in all these. That is, the attitude, that drives achievement orientation. But it is difficult to sustain attitudes because of the environmental changes in culture and social acceptance factors. This paper explores the role of attitudes in sustaining achievement orientation that will propel organizations to growth. An incisive analysis of successful organizations reveal their constant attitude towards a welfare organization has propelled them to a position of prominence. This research paper will explore the kinds of Employer/Employee attitudes that will propel future organizations to growth and sustenance.

Keywords*: -* *Drivers of attitudes, organizational achievement, employee attitudes and participation, Orientation of employee attitudes, driving performance.*

INTRODUCTION

All organizations want to be successful, even in the highly competitive current environment. Therefore, companies irrespective of their size and market share strive to retain the best employees, acknowledging their important role and influence on organizational achievement. To overcome environmental challenges, companies have to create a strong and positive relationship with its employees and direct them towards fulfillment of objectives. In order to achieve their goals, organizations develop strategies to compete in highly competitive markets and to increase their market share and sales. Not withstanding the above, just a few organizations consider the human capital as being their main asset, capable of leading them to success or if not managed properly, to

decline. If the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

Figure 1: Performance drivers.

Driving Employee performance is possible only when managers are able to understand, predict and control employee behavior, they should also know what the employees want from their jobs. People have many needs that are continuously competing one with another. Each person has a different mixture and strength of needs, as some people are driven by achievement while others are focusing on security. Therefore, it is essential for a manager to understand what really motives employees, without making an assumption. Asking an employee how he feels about a particular situation does not provide an accurate evaluation of his needs, as the interpretation could distort the reality itself. The closer one gets his perception to a given reality, the higher is the possibility to influence. Thus, managers can increase their effectiveness by getting a better grasp on the real needs of the employees.

But employee attitudes give shape to their changing needs! If employees have to sustain their performance their felt needs and imaginary needs have to be satisfied by organizational strategy. So, in order to sustain performance managers ne dot continuously assess employee attitudes and company policies and programs to suit. Organizational flexibility is needed to understand the changing motivations and needs of employees so that their attitudes can be understood and guided to organizational effectiveness. The psychological contract between the employee and the employer need to be strengthened for sustaining performance and achievement of organizational objectives through Employee commitment.

Objectives and Research Methodology

Organizations provide a meeting place for people to exchange a psychological contract on mutual expectations. While the employee joins an organization to fulfill initially his material needs for earning and providing support for his family, the organization recruits him to meet its objectives of production and sale of products or services. While doing this the organization provides a vehicle or a meeting place to cater to each others expectations

by entering into their minds in the form of a contract which is nether written nor stamped. Commitment to this mutual understanding forms the basis for continued association in fulfilling mutual needs. As they go along the needs change, due to environmental impact both external and internal, which means the expectations form each other is changing on a continuous basis as business environment is not static. For continued success in achieving organizational direction and modified activities, employees need to maintain their commitment which is possible only through a psychological contract which is dynamic and stands the vicissitudes of changing environment.

With this in the background this research study has been taken up. The objectives of this research are limited to the following:
1. Impact of Environment on Employer/employee attitudes.
2. Employee attitudes towards performance.
3. Organizational expectations and employee responses.
4. Achieving a meeting point for psychological contract.
5. Analysis of pros and cons for both the employer and employee
6. Conclusion and recommendation

Normally research of this nature would have been dismissed as highly ambitious and to meet the objectives is almost impossible. But the authors were encouraged by the availability of a vast amount of published literature on the subject as well as related subjects. The work involved was careful collection of relevant data form the web pages and other published literature to seek answers to the research questions. We are glad to say that this attempt has not gone in vain. This will be seen from the conclusions of this paper.

Review of Literature

Goal alignment plays a key role in effective performance management. Every employee's role and every employee goal should be tied to the organization's overall strategy, not just to their manager's success. Without alignment, everyone is managing their own personal goals in a discrete way. Goal alignment helps to ensure that everyone's individual contributions move the organization forward in the right direction. For goal management to be successful, it needs to be ingrained in your corporate culture so it keeps everyone's focus on the success of the overall organization, and helps everyone to see themselves as part of a larger team. With systemic goal management, the whole team succeeds or fails; no individual division or department can succeed at the expense of another.

In some organizations, certain activities, interactions and sentiments are expected from its members. Therefore, certain activities should be done by people that work together and be satisfactory for management to continue working for the organization. As people work together they develop sentiments, therefore it is essential to create the premises for developing positive sentiments. If the sentiments become more positive, people will enhance the interactions between them. If this process continues, people will develop similar sentiments and behaviors. Once the cohesion of the group increases, the group will also develop expectations and norms that highlight the accepted behavior of the people in specific circumstances. Therefore, if the group is significantly cohesive, the members would not want to leave and they will embrace the norms quickly. If there are situations when people deviate from the norms, they will be eased out of the organization. A strong informal group may not be seen as an issue by the organization, as it can help improve the overall performance. Therefore, it is essential to help them integrate and align their own goals with the ones of the organization.

A psychological contract represents an informal or unwritten understanding between the employer and employee regarding mutual expectations from the job. The leaders and the employees in an organization based on such a psychological contract help one another to attain high levels of morality and motivation in achieving the organizational objectives. Trust represents the perception of one individual about others and his willingness to act based on a speech or to comply with a decision. Therefore, trust is an important factor for an organization that wants to be successful, as it has the ability to enhance employees' motivation and foster interpersonal communication. Irrespective of the degree of technical automation, attaining high levels of productivity is influenced by the level of motivation and effectiveness of the staff. Employees can also be motivated through proper leadership, as leadership is all about getting thing done the right way. In order to achieve these goals, the leader should gain the employees' trust and make them follow him. Nevertheless, in order to make them trust him and complete their tasks properly for the organization, the employees should be motivated (Baldoni, 2005).

Employee satisfaction surveys are conducted either internally through company sources or as most often done through an external agency. A Questionnaire survey is a suitable method for most companies as it uses a validated questionnaire the (See Figure 2 given below):
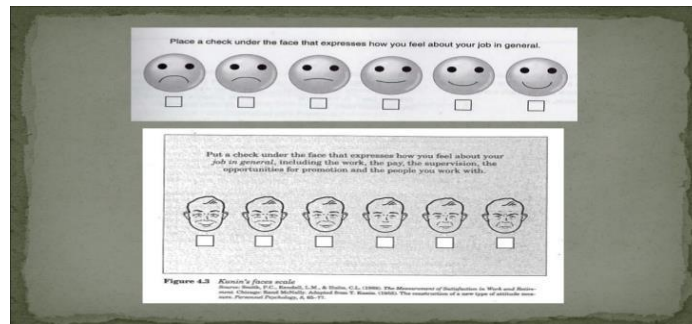
Figure 2: Sample of Questionnaire on Job satisfaction

It is seen clearly that employees can express themselves clearly, because of the pictorial representation. This is a classic example of how clarity and clear response is obtained through survey method.

Therefore, developing and implementing employee training programs is a necessary strategy to motivate workers by improving their satisfaction on the parameters obtained through satisfaction surveys! In addition, a good communication between the managers and the workforce can instigate motivation, as the degree of ambiguity decreases. Empowerment gives people responsibility and authority to act independently. It is essential for an organization to recognize this quality and the results of the employees' work, so that they will be even more efficient to get more recognition. Employee participation and empowerment is about the contributions of the employees in administration and decision-making regarding the policies, objectives and the strategies of the organization. Studies have shown that employees' perception of the goals and the policies of the organization are positively related to employee motivation. High levels of motivation can be achieved through empowerment and this leads to organizational growth.

Recent research by Bersin by Deloitte has shown that organizations that regularly review, update and adjust goals are better at cost control and financial performance than their counterparts who treat goal setting as a ritual. Employees know that their managers are one of the keys to their success, as s a result, they tend to work on the things their

managers care about. So, if Managers want your employees to feel accountable for achieving their goals and the organization's goals, organization has to communicate the importance of goals. Leaders and managers need to regularly check on their employees' progress towards goals. They also need to regularly communicate the status, up and down the reporting chain. These regular checks and communication demonstrate the importance and value of goals and keep everyone aligned and accountable for their performance.

The Zoological Society of San Diego changed its corporate culture by introducing a new strategic plan. Their managers dedicated to effectively manage employee performance and challenged them to each choose three individual goals that were in line with overall organizational goals. In this way, they achieved organizational goal and employee aspiration alignment and ensured that feedback and reviews became standard for employees.

Better Customer satisfaction can also be achieved through empowerment, as employees can make quick decisions to solve the problems without having to ask the manager what to do. Increased autonomy improves the productivity and enhances their capabilities   and
motivation to accept new challenges and face them. Proper remuneration and empowerment combined are imperative if an organization wants to obtain greater dedication and trust from its members. If the employees are loyal to the organization and highly motivated, superior levels of effectiveness and growth can be achieved by the organization. Employee involvement and empowerment are two aspects that should not be overlooked as it increases commitment and understanding. Therefore, employees will be less likely to be resistant to changes and not only feel valued by the organization, but also come up with important information, as they are in direct contact with the customers or with the operational processes and contribute to organizational achievement

For Continuous Improvement, the organization needs to focus on the Performance Drivers, i.e., Process, Alignment and Learning. By continuing to develop the organization's performance, i.e., effectiveness and efficiency, in the area of the performance drivers the leading indicators will track in the desired direction, as will the dimensions of success.

The following diagram presents the relationships between the Performance Drivers, Leading Indicators, and Results.
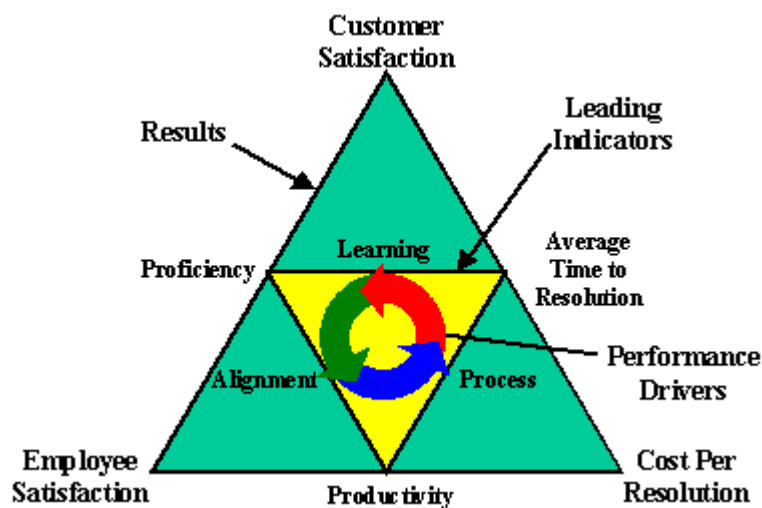
Figure 3: Continuous improvement and Performance drivers.

The ability to influence the leadership skills of your team members in order to meet organizational demands is a complex element of the overall leadership development picture. This is an attitudinal situation for the employees Leaders are tasked with effectively guiding organizational goal achievement, while considering team member skills and motivations necessary to produce the desired output. It is the duty of leaders to create an achievement orientation among the employees for improving their performance levels.

A focus on balancing talent development of employees with organizational goal achievement will place the company on a trajectory of achieving performance success. Motivating team members toward goal achievement is no small task. Essentially, leaders should reflect behaviors that inspire and motivate people to change. Though motivation factors vary across an organization, there are many leadership qualities common to successful leaders. Leadership qualities that influence goal achievement include the ability to create a clear vision, the ability to understand organizational culture, the ability to focus on performance development, and the ability to encourage innovation and employee attitudes for success.
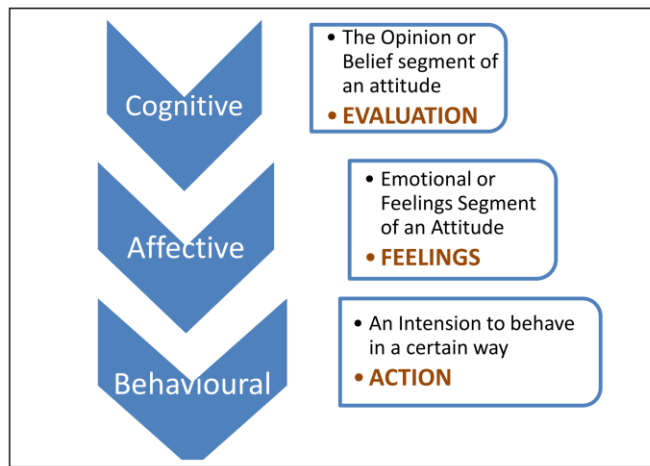
Figure 4: Components of Attitude.

Functions of Attitude

Work environments can change frequently as companies update work procedures, introduce improved technology and add new products and customers. Employees who display a positive attitude toward change may welcome and even embrace it, as they may view it as a chance to enhance their skills. As a result, they may adapt to change more quickly than an employee with a negative attitude, reducing the time it takes to implement change in a productive manner. An employee's attitude has an impact on how he/she functions as part of a team. For instance, as many companies attempt to create a more diverse workplace, employees may need to work with people of a different race, nationality or gender than they have in the past. Employees who embrace these diverse workers and are willing to assimilate them into their team can foster a spirit of cooperation, making the team more productive in the process.

Workplace attitude can be affected by the presence of innovation and creativity, which can lead to increased productivity. Workers with a positive attitude toward their job and the company are more likely to make helpful suggestions or ideas that help the business grow. On the other hand, workers with a negative attitude may only be concerned with producing enough to get by while having little interest in innovation.

Companies that experience high employee turnover levels not only incur the high costs associated with hiring workers, they also experience reduced productivity until the new workers are fully oriented to company objectives and targets. Employees who feel good about their jobs and workplace may be less likely to leave for greener pastures, helping companies to minimize the productivity gap associated with turnover. Employees with negative attitudes may eventually seek an improved work situation and decide to leave the company.

Attitudes, when they are positive can enhance the competitive spirit among employees. Feelings of distrust among employees, causes employees to attempt to achieve success at the expense of each as a result of a negative attitude in the workplace. In a workplace with a positive attitude, healthy competition is seen as a motivator that inspires employees to perform at their best to improve productivity. Employee Creativity is important for businesses in developing new ideas and coming up with creative solutions to company issues. A positive workplace attitude encourages creativity because employees feel that their ideas will contribute to the success of the organization. A negative attitude restricts creativity as employees do not feel obliged to contribute to company growth.
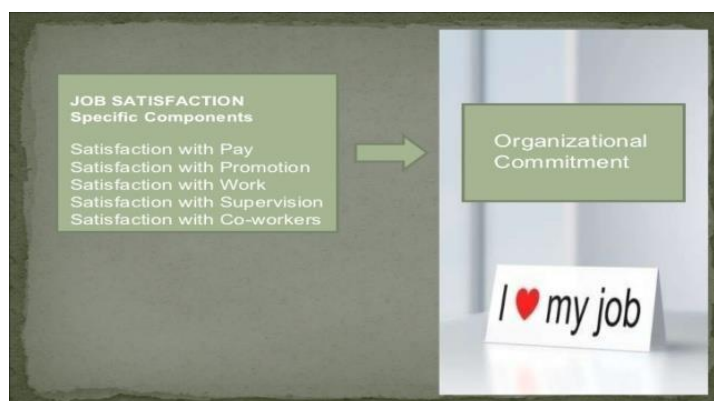
Figure 5: Organizational Commitment

One of the direct effects of attitude in the workplace is employee JOB SATISFACTION (See Figure 4). A positive workplace encourages employees to become involved in company success. Employees accept career development so that they may be part of future company projects – they show Commitment. A negative attitude of experienced staff

members leads to decreased turnover and a loss of production, which degrades the company's ability to grow.

Analysis and Conclusion

People seek security and the underlying needs are fundamental to people's existence. After these needs are satisfied, people will focus more on job performance. People also see social systems, so the sociability aspect of effective organizations cannot be neglected. Last but not least, personal growth is also important to people, as self- actualization and the need for achievement and growth are vet powerful needs that influence the development of effective organizations.

Employee attitudes are constantly molded by environmental changes. Employees observe how their contemporaries are faring in other organizations where they work and this impacts them. A motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals.

The challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job dissatisfaction (working conditions, salary, supervision, relationship with colleagues), while on the other hand should use motivating factors such as achievement, recognition, responsibility and the work itself. Employee participation and empowerment do not only enhance efficiency, growth and innovation but they also increase employee motivation and trust in the organization. If employees feel appreciated for their work, they contribute to performance improvement on a continuous basis

While Management is concerned about employee attitudes towards their objectives, Employees must also be aware of expectations from management in fulfilling their needs. This is what makes the psychological contract an interesting feature. Neither the management nor the employee makes an explicit remark about heir satisfaction or otherwise. But the unwritten contract called the psychological contract starts operating from the moment employee joins the organization. So, it is essential for both to understand and appreciate this, for fulfilling their mutual needs and the consequent roles. A comprehensive analysis of the components of attitude has been made out. It is clear that the pros and cons of this contract are well appreciated by employer and employee for the success of the contract. When Management makes a good effort to fulfill the needs of the employees, they become quite aware of this and hey will put in their best efforts for the success of the operations of the company. Mutual TRUST is the operating word and a great organization is built and sustained on this.

Recommendation and Concluding Remarks

The research paper recommends itself – that a perfect understanding ATTITUDE is the essential link between Management and workers in an organization that binds them for making progress to great heights of ACHIEVEMENT!

There are no hard and fast rules in psychological contracts. It is the ATTITUDE of the employees and employer that results in a successful contract in operation. Neither the employee nor the employer can be faulted in isolation if the contract does not work, it is squarely the attitudes towards that which works or not. Comprehending this very well both the management and employee can make a great effort for successful functioning of the organization!

Figure 6: Food for thought

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