EMPLOYEES' ATTITUDE AND PERCEPTION TOWARDS ORGANISATIONAL POLICIES

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ABSTRACT:

The study was done primarily using the primary data obtained through the approach of employee opinion surveys. 65 people were included in the sample size for this study, and the stratified random sampling method was utilised to choose the samples from the entire population. The study presents the opinions of the employees regarding all of Alstom Power Project Industries Ltd.'s human resources functions and identifies three significant discrepancies between HR practise and the scientific literature in employee attitudes in general and the study's focus employee attitude, i.e., job satisfaction: How to assess and affect employee attitudes, employment circumstances, salaries and incentives, interpersonal relationships, and working conditions. The causes of employee attitudes, the outcomes of positive or bad job satisfaction, and how to measure and impact employee attitudes.

Key Words: Attitudes, Perceptions and Organisational Policy

INTRODUCTION:

The importance of attitude in understanding psychological phenomena was recognised formally early in the development of social psychology. Since the concept of attitude was added to the psychology vocabulary, interest in it has been strong and growing. To investigate attitudes, however, several approaches and emphasises have been employed over time. It's crucial to be when defining attitudes because there are so many published definitions and descriptions of them. Conceptual and operational definitions of attitude are both available. Regarding the idea of attitude, various viewpoints have emerged, and there is a big difference in how it is conceptually defined. "Attitude is an organised, mental, and neurological state of readiness that exerts a directive force through experience or dynamic effect over the person's behaviour," says response to all pertinent things and circumstances.

Job Satisfaction:

The phrase "job satisfaction" refers to a person's overall perspective on their position. Positive attitudes towards one's job are held by those who have high levels of job satisfaction, whereas negative attitudes towards one's job are held by those who have low levels of job satisfaction. When individuals talk about employee attitudes, they typically refer to job satisfaction.

Physical and Mental Health:

An individual's physical and mental health are impacted by their level of job satisfaction. Because job satisfaction is a form of mental emotion, it has an impact on a person's psychological well-being.

Organizational Commitment:

The third job attitude is organisational commitment, which is characterised as the condition in which a worker identifies with a specific organisation and its objectives and desires to continue being a member of that organisation. strong organisational commitment entails identification with the employer organisation, whereas strong job involvement refers to a person's unique job.

Attitudes and Consistency:

According to most of the research, people seek consistency in both their attitudes and their behaviours.

SIGNIFICANCE OF THE STUDY

- Job satisfaction is a crucial output for every organisation that employs people.
- It consists of intrinsic and extrinsic elements and supports the maintenance of a skilled and motivated work force.
- Research can be done in this intriguing and important field.
- The results of the study on job satisfaction will show how employees' feelings play a role.
- This report helps the company's management understand the degree of employee satisfaction so they may take steps to boost output.
- This report may be helpful for management students to study and may be helpful in creating their report on job satisfaction in commercial enterprises, government agencies, etc.

LITERATURE REVIEW:

According to Robbins' 2003 definition, attitudes are conclusions about objects, persons, or events that may be favourable or unfavourable. They thus represent how a person feels about an issue. The compliments might improve the situation for the thing in question. A person or event may be the subject of negative remarks that have an undesirable impact. A person's attitude towards other people, objects, and circumstances can be either positive or negative depending on their level of preparedness, education, and organisation throughout an encounter. There are some management ramifications to the definition of attitude. First, attitudes are taught. Next, a person's preferences for aspects of the world are determined by their attitudes. Third, as a psychological underpinning for interpersonal identification with others and finally, attitudes are structured and closed, even though some attitudes are persistent and long-lasting (Fishbein and Ajzen, 1975). Attitudes can change just like any other psychological characteristic.

The level of satisfaction a person experiences at work is referred to as their level of fulfilment or gratification. Numerous research on job satisfaction have revealed that this attitude is influenced by both personal variables, such as a person's objectives and aspirations, and social and organisational aspects, such as relationships with coworkers and supervisors, working conditions, work policies, and compensation. The phrase "job satisfaction" describes how someone feels about their employment generally. A high degree of job satisfaction is accompanied with positive attitudes, whereas a low level of job satisfaction is accompanied by negative attitudes (Robins, 2003).

OBJECTIVE OF STUDY

- To understand how employees feel about the company.
- To understand what the employees anticipate from the company.
- To research how people feel about their jobs.

RESEARCH METHODOLOGY

The process of conducting research is known as the research methodology. It is carried out as a study of the methodological process of research. For the study, the research used the following technique.

1.The Research Design Used for the Study

The study has an exploratory and comparative nature. It aims to investigate consumer perceptions of online buying. A Google Form was used to conduct a direct survey to collect the data for this investigation.

2. Size of the Population

A carefully crafted group of individuals or objects with similar characteristics is referred to as a research population.

3.Sample Size

In this research I have taken 65 respondents from the customer.

4.Sample Design

An established strategy for selecting a sample from the available population is known as a sample design. Convenient sampling is used to choose the respondents.

5.Statistical Tools

Utilising graphs, charts, tables, and diagrams, simple percentage analysis was used to assess the data gathered from questionnaires.

6. Source of data

For this study, the data were compiled from primary data and secondary data.

6.1 Primary data:

Primary data consists of original information gathered from sample size of 65.

6.2 Secondary data:

Secondary data are those information's that are already published. For the study the data collected from secondary sources are.

1) Internet
2) Websites
3) Existing research and scholarly work.

7. Limitations of the study

❖ The data gathered for the research is entirely based on primary data provided by the respondents, and the study is based on the attitudes and perceptions of employees regarding organisational policies. Personal prejudice is a possibility.

❖ 65 respondents are the maximum allowed for the survey due to time and other limitations.

THEROTICAL BACKGROUND

1) EMPLOYEE ATTITUDE

Employee attitude is the collective set of thoughts, emotions, judgements, and assessments that a person has regarding their employment, workplace, coworkers, managers, and organisation. In contrast to being external or directly observable, attitudes are internal mental states that affect how workers feel, think, and act at work.

1.Job Satisfaction: This is a measure of how happy a worker is with their position. It covers things like the type of employment, work-life balance, pay, advantages, and interactions with coworkers and managers.

2.Organisational Commitment: This refers to a worker's sentimental ties, fidelity, and commitment to the company. Employees who are highly devoted are more likely to stick with the organisation, put forth extra effort, and favourably impact its performance.

3.Job Involvement: This reflects how dedicated and involved individuals are in their work. Employees that are highly engaged in their work are enthusiastic about it and take ownership of its results.

4.Perceived Organisational Support: This refers to how much an employee feels their employer values and supports their growth and development.

2. EMPLOYEE PERCEPTIONS

Employee interpretation and understanding of various facets of the organisation they work for is referred to as employee perspective towards the organisation. It includes their individualised perceptions on the organization's principles, culture, rules, management style, and general atmosphere. Employee impressions have a big impact on how they act, think, and feel about their jobs. The following are some critical elements regarding how employees view the company:

1. Organisational Culture: Employees are aware of and interpret the culture that is prevalent inside the company. They develop opinions on the principles, customs, and beliefs that govern interactions and judgement.

2.Leadership Effectiveness: Employee opinions of senior executives and immediate superiors, as well as overall leadership, are crucial. Positive impressions of decision-making, communication, and transparency are frequently linked to effective leadership.

3. Communication: Employee impressions may be influenced by how effectively and openly information is conveyed inside the company. Positive management impressions are associated with open and transparent communication.

4.Fairness and Equity: Employees evaluate the fairness of rules, practises, and judgements made on things like promotions, pay increases, and recognition. Their sense of fairness has an impact on their dedication, trust, and motivation.

5.Career Growth chances: How employees feel about the organization's career growth chances affects their commitment and motivation. People tend to be more engaged in companies that are seen as investing in employee growth.

3. ORGANISATIONAL POLICIES TOWORDS EMPLOYEES

Organisations create organisational policies as a set of rules, procedures, and standards to direct employee behaviour, maintain consistency, and advance the organization's values, objectives, and compliance with applicable laws and regulations. These regulations address many different areas and facets of the workplace. An outline of how organisational policies affect and interact with employees is given below:

1. Behavioural Expectations: Organisational policies describe the conduct that employees are expected to exhibit at work. They offer rules for how staff members ought to communicate with stakeholders, consumers, and each other. Employee behaviour is governed by policies on conduct, ethics, and professionalism.

2.Work Environment: Policies pertaining to the workplace address issues including the appropriate attire, business protocol, and resource usage. These regulations help to establish a peaceful society.

3.Health and Safety: Policies on health and safety lay forth the precautions workers must take to safeguard their safety while on the job. They go through things like how to handle hazardous products safely, safe work practises, and emergency procedures.

4.Diversity and Inclusion: By outlining rules for equal opportunity, anti-discrimination, and harassment prevention, organisational policies can foster diversity and inclusion. These regulations aid in creating a respectful and welcoming workplace.

5.Compensation and Benefits: Policies concerning pay, benefits, and perks describe how staff members will be compensated for their efforts. These regulations encompass things like pay scales, bonuses, leave regulations, and retirement programmes.

**DATA ANALYSIS**

Q1. Name

Q2. Age

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) 15 TO 20	29	19
B) 21 TO 25	52	34
C) 26 TO 30	14	9
D) ABOVE 30	5	3
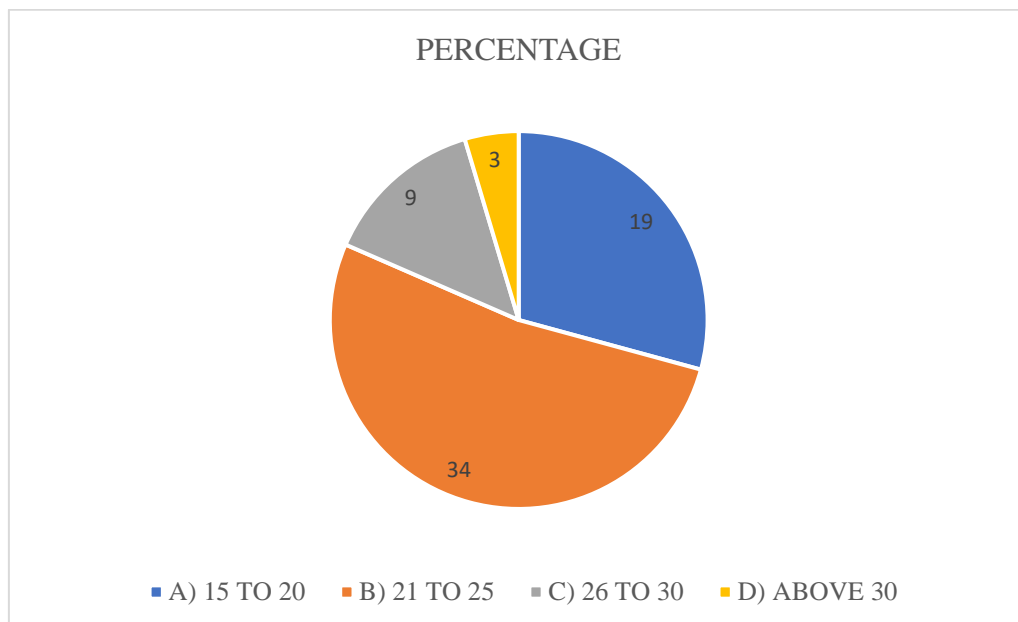
In above chart 34% respondents age in between 21 to 30, 19% respondents age in between 15 to 20, 9% respondents age in between 26 to 30 and 3% respondents age are above 30.

Q3. Which of the following best defines employee attitudes towards organizational policies?

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) Employee behaviour related to policies	21	32
B) Employee opinions and feelings about policies	13	20
C) Employee knowledge about policies	26	40
D) Employee compliance with policies	5	8
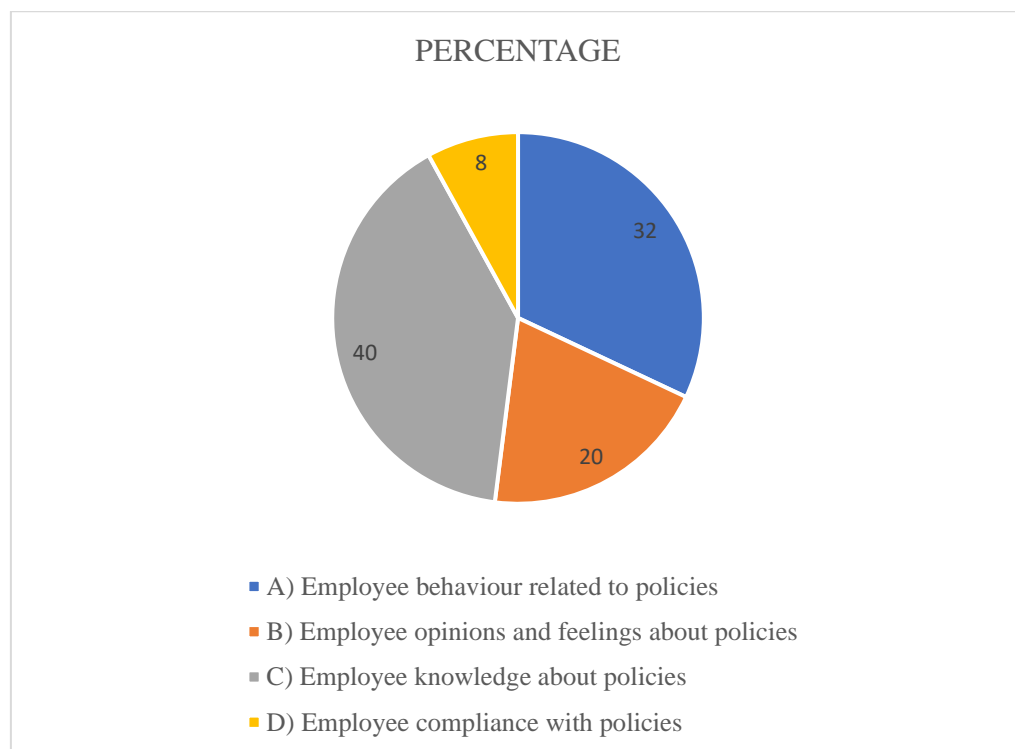
In above chart 40% respondents Employee knowledge about policies, 32% respondents Employee behaviour related to policies, 20% respondents responded Employee opinions and feelings about policies and 8% respondents responded Employee compliance with policies.

**Q4. How can positive employee attitudes towards organizational policies impact the workplace?**

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) Decreased satisfaction	3	6
B) Reduced productivity	11	17
C) Improved motivation and engagement	43	65
D) Increased conflicts among employees	8	12
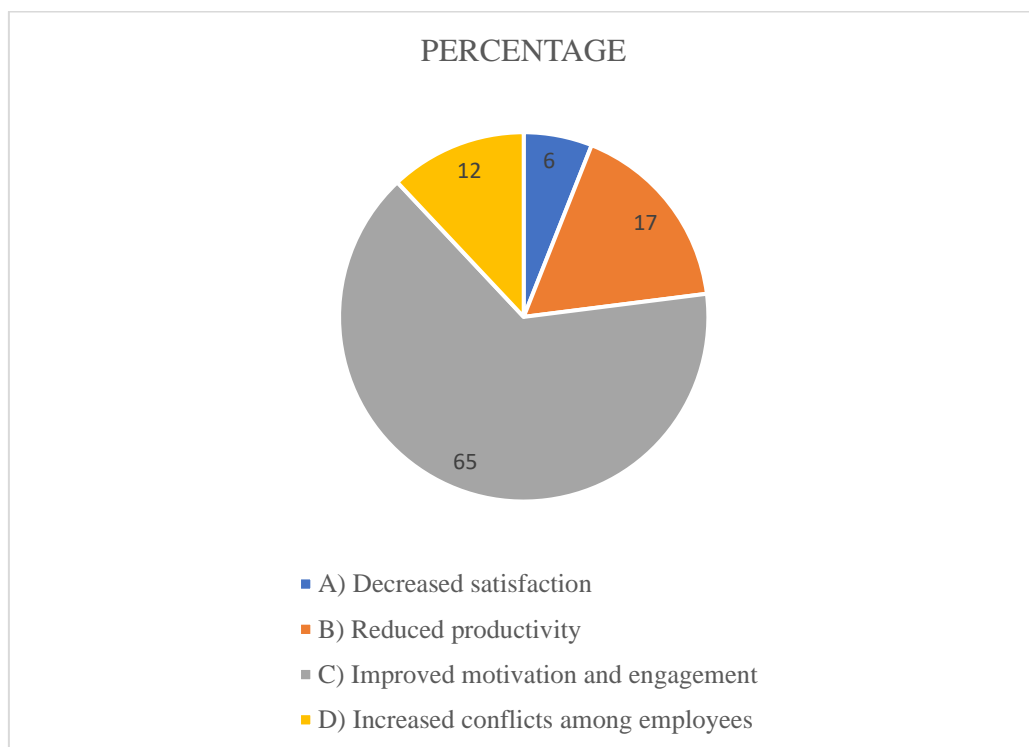
In above chart 65% respondents responded Improved motivation and engagement, 17% respondents responded Reduced productivity,12% respondents responded Increased conflicts among employees and 6% respondents responded Decreased satisfaction.

**Q5. Which factor influences employee perceptions of organizational policies the most?**

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) Length of the policy document	11	17
B) Alignment with personal beliefs	17	26
C) Number of policies in place	16	25
D) The timing of policy implementation	21	32
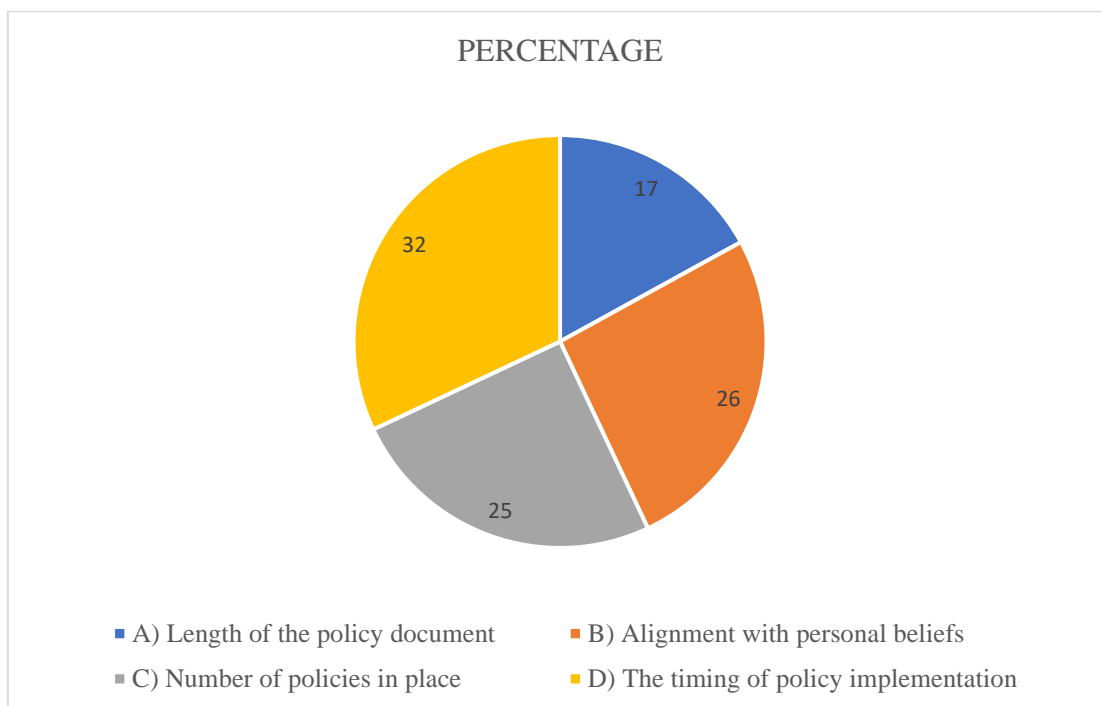
In above chart 32% respondents responded The timing of policy implementation, 26% respondents responded Alignment with personal beliefs, 25% respondents responded Number of policies in place and 17% respondents responded Length of the policy document.

Q6. What role does clear communication play in shaping employee perceptions of policies?

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) It doesn't affect perceptions significantly.	16	25
B) It can lead to misinterpretation of policies.	20	31
C) It fosters trust and understanding.	25	38
D) It increases policy complexity	4	6
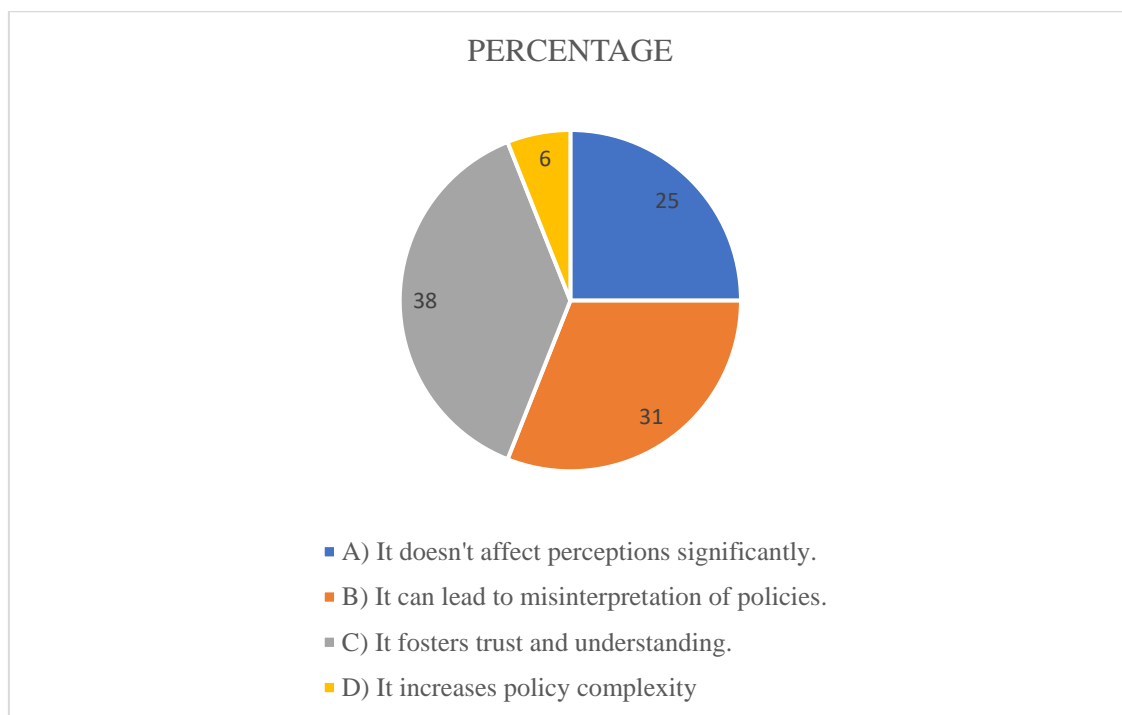
In above chart 38% respondents responded It foresters trust and understanding, 31% respondents responded It can lead to misinterpretation of policies, 25% respondents responded It doesn't affect perceptions significantly and 6% respondents responded It increase policy complexity.

**Q7. Why are employees involving in the policy-making process important?**

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) It speeds up the policy implementation process.	23	35
B) It ensures strict enforcement of policies.	16	25
C) It reduces employee compliance.	15	23
D) It increases employee ownership and buy-in.	11	17
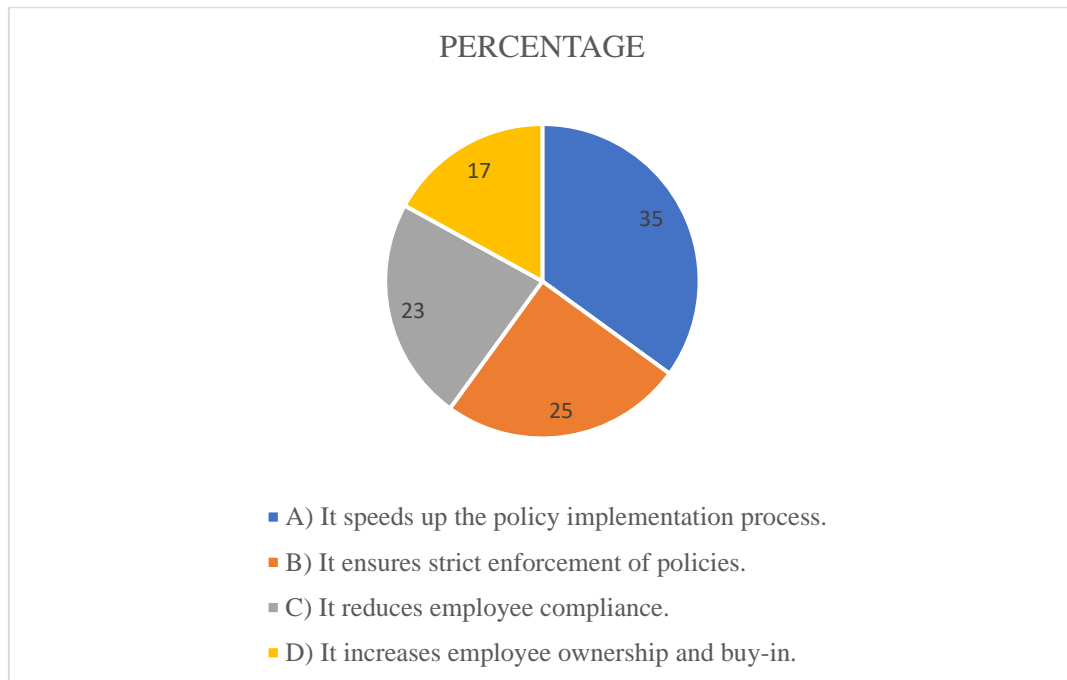
In above chart 35% respondents responded It speeds up the policy implementation process, 25% respondents responded It ensures strict enforcement of policies, 23% respondents responded It reduces employee compliance and 17% respondents responded It increases employee ownership and buy-in.

**Q8. How does inconsistency in policy enforcement across the organization impact employee attitudes?**

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) It encourages positive perceptions of fairness.	23	15
B) It fosters a sense of trust in management.	29	19
C) It leads to perceptions of favouritism.	48	31
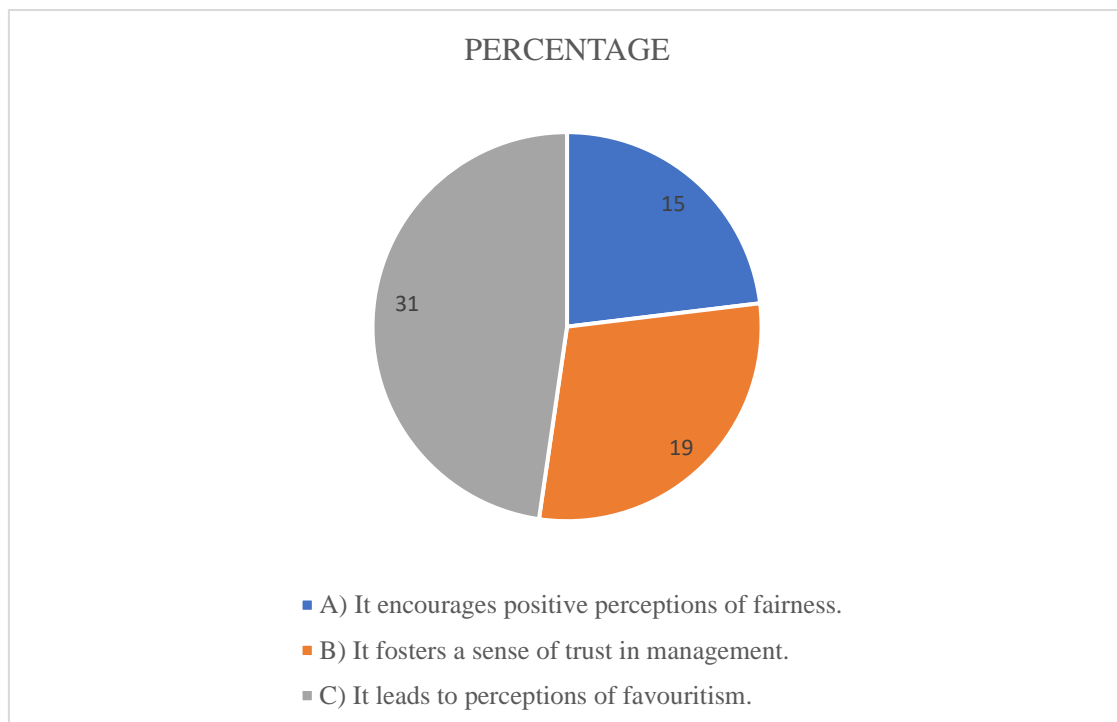
In above chart 31% respondents responded It leads to perception of favouritism, 19% respondents responded It fosters a sense of trust in management and 15% respondents responded It encourages positive perception of fairness.

**Q9. What effect does alignment between organizational policies and values have on employee perceptions?**

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) No effect	13	20
B) Positive impact on morale	30	46
C) Decreased organizational performance	17	26
D) Increased employee turnover	5	8
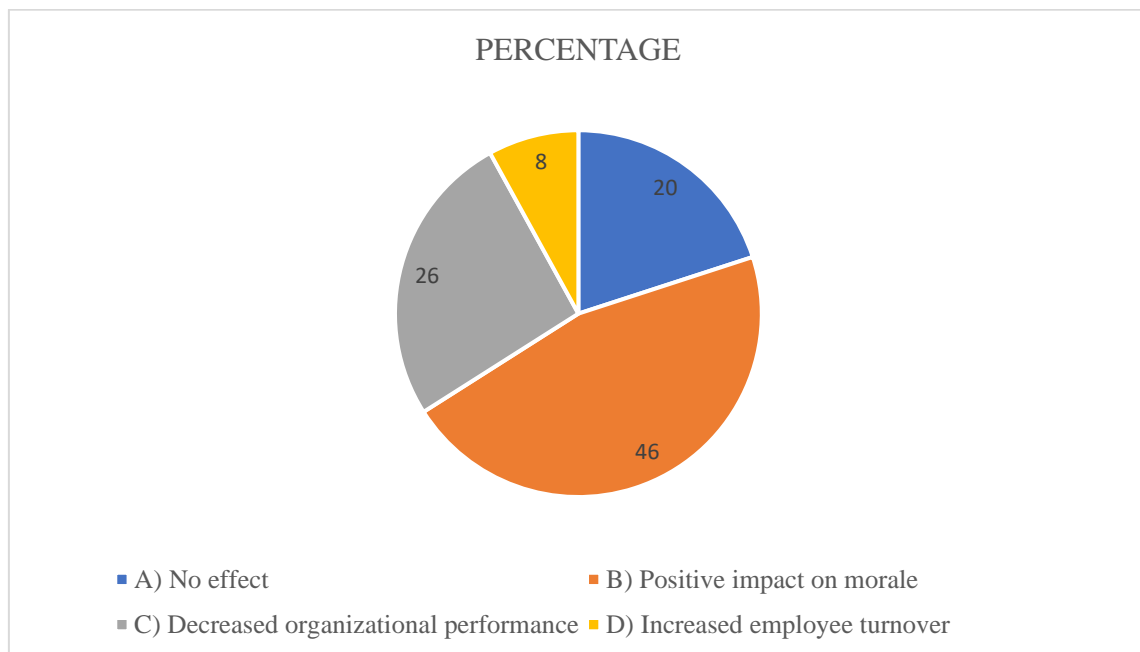
In above chart 46% respondents responded Positive impact on morale, 26% respondents responded Decreased organizational performance 20% respondents responded No effect and 8% respondents responded Increased employee turnover.

**Q10. What can organizations do to adapt policies to changing employee needs?**

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) Keep policies unchanged regardless of needs.	12	18
B) Review and update policies regularly.	28	44
C) Maintain rigid policies to ensure consistency.	17	26
D) Implement policies without employee input.	8	12
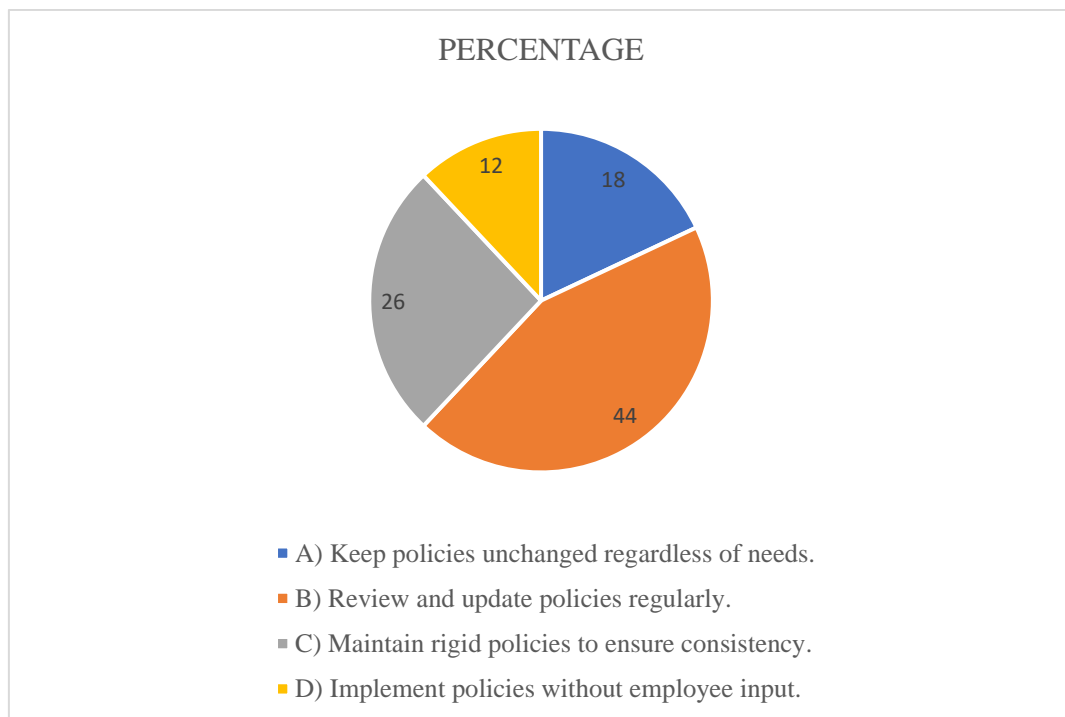
In above chart 44% respondents responded Review and update policies regularly, 26% respondents responded Maintain rigid policies to ensure consistency, 18% respondents responded Keep policies unchanged regardless of needs and 12% respondents responded Implement policies without employee input.

**Q11. Which of the following statements about training on policies is true?**

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) Training is not necessary if policies are clear.	13	20
B) Training is only required for managers.	14	22
C) Training helps employees understand policies better.	36	55
D) Training negatively affects employee morale.	2	3
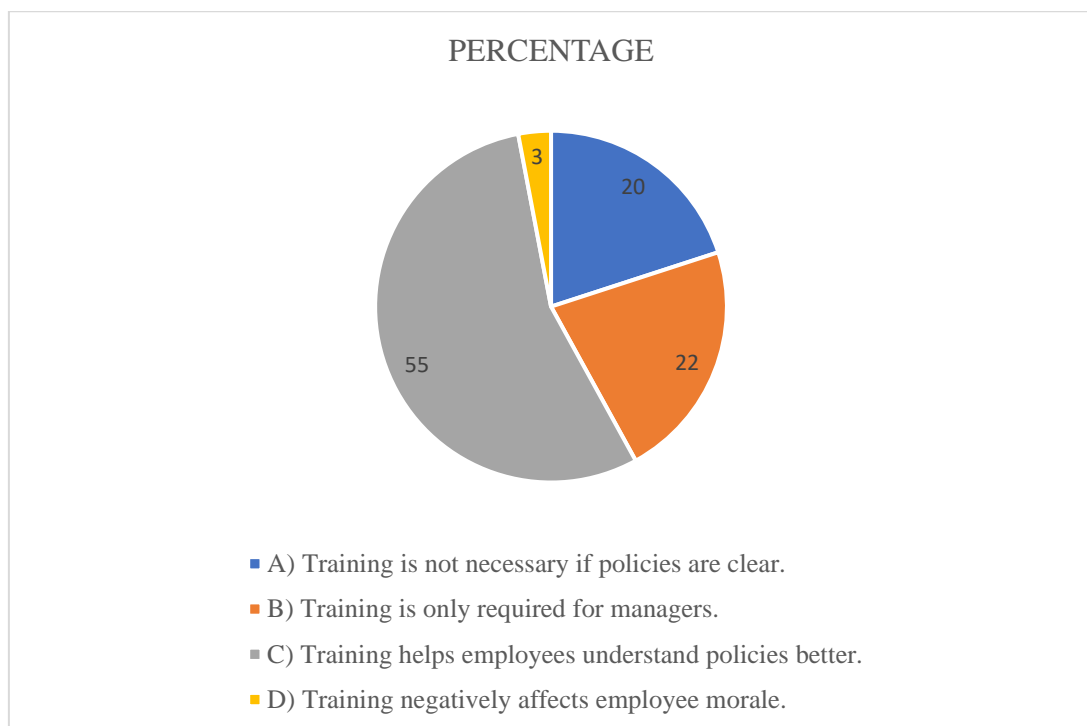
In above chart 55% respondents responded Training helps employees understand policies better, 22% respondents responded Training is only required for managers, 20% respondents responded Training is not necessary if policies are clear, and 3% respondents responded Training negatively affects employee morale.

Q12. Why is continuous feedback important for improving employee perceptions of policies?

OPTIONS	NO OF RESPONDED	PERCENTAGE
A) It encourages employees to break policy rules.	14	22
B) It helps identify areas for policy enforcement.	22	34
C) It enables organizations to ignore employee concerns	6	9
D) It facilitates policy improvement and adaptation.	23	35
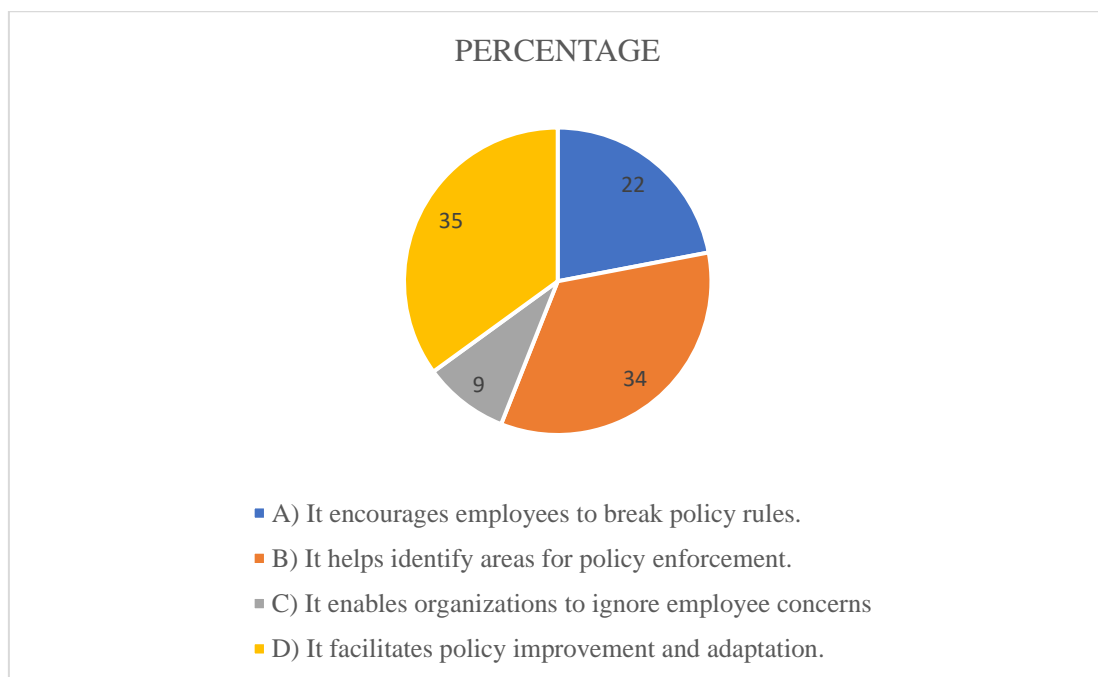
In above chart 35% respondents responded It facilitates policy improvement and adaptation, 34% respondents responded It helps identify areas for policy enforcement, 22% respondents responded It encourages employees to break policy rules, and 9% respondents responded It enables organizations to ignore employee concerns.

FINDINGS

Table no 1 shows that 34% respondents age in between 21 to 30.

Table no 2 shows that 40% respondents Employee knowledge about policies.

Table no 3 shows that 65% respondents responded Improved motivation and engagement.

Table no 4 shows that 32% respondents responded The timing of policy implementation.

Table no 5 shows that 38% respondents responded It foresters trust and understanding.

Table no 6 shows that 35% respondents responded It speeds up the policy implementation process.

Table no 7 shows that 31% respondents responded It leads to perception of favouritism.

Table no 8 shows that 46% respondents responded Positive impact on morale.

Table no 9 shows that 44% respondents responded Review and update policies regularly.

Table no 10 shows that 55% respondents responded Training helps employees understand policies better.

Table no 11 shows that 35% respondents responded It facilitates policy improvement and adaptation.

CONCLUSION

This study reveals that employees have a negative attitude towards job security, which is a possible instrument for employee engagement. The management may explain to the staff that they are partners in the company and that their continued employment depends on their positive contributions. Only half of the respondents are happy with the medical services and safety measures offered by the company, which suggests that the other half are not. Therefore, as a particular package for different levels of employees, the management of the medical facilities and ESI may offer a small sum specifically for the medical expenses. They can be discouraged from taking time off because of this. According to the responders, one of the causes for frequent absence is the use of subpar safety standards. The respondents believe that the offered leave facilities are likewise insufficient.

In this regard, management may decide how to strengthen leave policies without interfering with employees' regularly scheduled shifts, for example, by limiting vacation time or increasing the number of paid holidays. Because decision-making is worth it when it is carried out, management may develop strategies based on the Workers' engagement in Management bill or create a custom guideline for the level of worker engagement in management choices.

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EMPLOYEES' ATTITUDE AND PERCEPTION TOWARDS ORGANISATIONAL POLICIES

QUESTIONNAIRE

1.Name

2.Age

☐ 15 to 20

☐ 21 to 25

☐ 26 to 30

☐ Above 30

3.Which of the following best defines employee attitudes towards organizational policies?

☐ Employee behaviours related to policies.

☐ Employee opinions and feelings about policies

☐ Employee knowledge about policies

☐ Employee compliance with policies

4.How can positive employee attitudes towards organizational policies impact the workplace?

- Decreased job satisfaction
- Reduced productivity
- Improved motivation and engagement
- Increased conflicts among employees

5.Which factor influences employee perceptions of organizational policies the most?

- Length of the policy document
- Alignment with personal beliefs
- Number of policies in place
- The timing of policy implementation

6.What role does clear communication play in shaping employee perceptions of policies?

- ☐ It doesn't affect perceptions significantly.
- ☐ It can lead to misinterpretation of policies.
- ☐ It fosters trust and understanding.
- ☐ It increases policy complexity.

7.Why is involving employees in the policy-making process important?

- ☐ It speeds up the policy implementation process.
- ☐ It ensures strict enforcement of policies.
- ☐ It reduces employee compliance.
- ☐ It increases employee ownership and buy-in.

8.How does inconsistency in policy enforcement across the organization impact employee attitudes?

- ❖ It encourages positive perceptions of fairness.
- ❖ It fosters a sense of trust in management.
- ❖ It leads to perceptions of favouritism.

9.What effect does alignment between organizational policies and values have on employee perceptions?

- ❖ No effect
- ❖ Positive impact on morale
- ❖ Decreased organizational performance.

❖ Increased employee turnover

10. What can organizations do to adapt policies to changing employee needs?

☐ Keep policies unchanged regardless of needs.

☐ Review and update policies regularly.

☐ Maintain rigid policies to ensure consistency.

☐ Implement policies without employee input.

11. Which of the following statements about training on policies is true?

☐ Training is not necessary if policies are clear.

☐ Training is only required for managers.

☐ Training helps employees understand policies better.

☐ Training negatively affects employee morale.

12. Why is continuous feedback important for improving employee perceptions of policies?

☐ It encourages employees to break policy rules.

☐ It helps identify areas for policy enforcement.

☐ It enables organizations to ignore employee concerns.

☐ It facilitates policy improvement and adaptation.