

**Subject: Human Resource Management**

Production of Courseware

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**Paper 03: Organizational Behaviour**  
**Module 12: Attitude-I**



ज्ञान-विज्ञान विमुक्तये



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Items	Description of Module
<b>Subject Name</b>	Human Resource Management
<b>Paper Name</b>	Organisational Behaviour
<b>Module Title</b>	Attitude-1
<b>Module Id</b>	12
<b>Pre- Requisites</b>	Basic knowledge of attitude
<b>Objectives</b>	To understand the concept of attitude in context to organisation
<b>Keywords</b>	Attitude, values, belief, attitude components, job related attitude.

## Quadrant-I

Module 12: Attitude 1	
1.	Learning objectives
2.	Introduction
3.	Nature/features of attitude
4.	Attitude and opinion
5.	Attitude and belief
6.	Attitude and values
7.	Attitude and organizational behaviour
8.	Components of attitude
9.	Functions of attitude
10.	Types of job related attitude
11.	Changing attitude
12.	Barriers to changing attitude
13.	Summary

### 1. Learning objectives:

Basic objectives of this module are:

- To understand the concept & meaning of attitude
- To understand the nature of attitude
- To know the functions of attitude
- To know the barriers of changing attitude

### 2. Introduction

Attitude is a very important variable in human behaviour because it constitutes an important psychological attribute of individuals which shape their behaviour. Some examples of the attitude are: I like my work, I like my smart phone, and I do not like my supervisor. Attitudes are evaluative statements indicating one's feeling either favourably or unfavourably towards objects, events, person or situation. These reflect how someone feels about somebody or something. It is a cognitive process, just like the personality of an individual. Personality is about whole of a person and attitude may form the personality, this may be the difference between personality and attitude.

Attitudes reflect settled behaviour and settled mode of thinking and of feeling. Attitudes are frequently used in describing events, people, objects and people's behaviour. Attitudes are evaluative statements. When I say, "I like Geeta". I am expressing my attitude about Geeta.

### Definitions

Attitudes constitute an important psychology attribute of individuals which shape their behaviour.

According to **Stephen P. Robbins**, "Attitudes are evaluative statements, either favourable or unfavourable concerning objects, people or events."

**According to Bernard,** “social attitudes are individual attitudes directed towards social objects and individual attitudes strongly inter-conditioned by collective or groups contacts.”

According to **Milton Rok,** “Attitude is learned predisposition to respond in a consistently favourable or unfavourable manner with respect to a given object.”

**According to G.W. Allport,** “Attitude is a mental and a neutral state of readiness, organised through experiences exerting a directive or dynamic influence upon the individual’s response to all objects and situation with which it is related.”

**According to Katze and Scotland,** “attitude is a tendency or pre-disposition to evaluate an object or symbol of that object in a certain way.”

**According to Joseph Reitz,** “The word attitude describes a persistent tendency to feel and behave in a particular way towards some objects.”

### 3. Features/Nature of attitude

Following are some important features of attitude:

- **Attitude affects efficiency:** A person’s efficiency is affected by attitude. A greater amount of efficiency display by the employee with positive attitude rather than the employee with the negative attitude. That is why study of attitude has an important place in an organization.
- **Attitude is not inborn:** Attitude is acquired or learned, attitude is not inborn. For example, if the colleague of Ram is a religious person, it will affect Ram’s mental make-up also. Soon some kind of religiosity will be seen in Ram’s attitude.
- **Attitude has many sources:** As we know that attitude is not in-born but it is learned or acquired. Attitude is acquired or obtained from many sources like communication media, society, personal experiences, etc.
- **Attitude is universal:** Attitude exists in everybody not only in a particular person. It has the quality of universal.
- **Attitude is related with needs:** Attitude fulfill some particular need of an individual. It is related with need of a person. For example, a positive attitude of an individual’s job fulfills the need of satisfaction of that individual.
- **Attitude is different from values:** Values get reflected in our general behavior because values are our ideals. On the other side attitude is related to some particular event or situation. Values are different from attitude. Values can always be seen in an individual’s behavior like being honest is a value. On the contrary, if an individual has negative attitude towards someone, it does not mean that he has a negative attitude towards all the other persons.
- **Attitude is always changing:** It is not compulsory that the attitude of a person which he displays now will remain the same. It is always changing. The attitude of a person change with a change in his feeling or belief.
- **Attitude may be positive or negative:** A person can have positive or negative attitude. For example, if an employee telling others that his manager is a very good person happens to be an example of positive attitude. On other hand saying that polices of the companies are not according to the interest of the employees is an example of his negative attitude.

- **Attitude tends to result in a certain type of behavior:** An individual's behavior is the outcome of his/her attitude.



Source: <http://masterkey.timnihoul.com/wp-content/uploads/2014/10/attitude-concept-thumb25769005.jpg>

- **Attitude is a tendency to react:** it reflects an individual's tendency towards a person, an object, thought or place. For example, if an individual would find joy in worship and the activities which are related with it, that individual has a religious attitude.

#### 4. Attitude and Opinion

According to Thurston, "opinions are expressions of attitudes." Attitude and opinion are closely related to each other. To evaluate an object or something in a definite way, attitude is a pre-disposition or tendency. On the other hand if we talk about opinion, it is when an individual is more concentrated on particular aspects of the concepts or target. But these terms are not the same. There is difference between opinion and attitude.



Source: <http://www.draytontribune.com/system/wp-content/uploads/2015/06/image2.jpg>

#### 5. Attitude and Belief

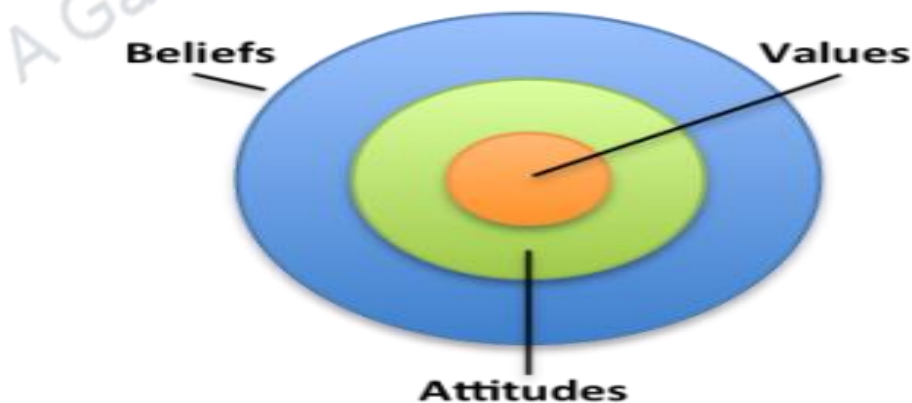
Though closely related with each other, a difference can be made between attitude and belief. Belief is related to attitude and it reflects the way in which a thing is defined. It is identified by the belief that what one supposes to be true. Belief is the assumptions about the object. When someone shows his trust in some person or thing, he has belief in that thing or person.



Source: <http://www.allenandballard.com/wp-content/uploads/sites/589/2016/03/beliefs-values-bahaviours-and-attitudes.jpg>

#### 6. Attitude and values

Values are global beliefs that guide actions and judgment across a variety of situation. Attitude of an individual may be defined through his values. Nature of an individual can be defined through his values. This can be decided through his ideas about what is right and what is wrong, what will be good and what will be bad. If an individual honest to his work then he or she may be consider good because the values plays an important role in his/her life.



Source: [http://www.aportlandcareer.com/wpcontent/uploads/2015/12/ValueBeliefAttitude\\_diagram-300x249.png](http://www.aportlandcareer.com/wpcontent/uploads/2015/12/ValueBeliefAttitude_diagram-300x249.png)



Attitudes	values
i. Attitudes are one's personal experiences. ii. Attitude refers to several beliefs relating to a specific object or situation. iii. Attitudes in fact exhibit predisposition to respond.	Values are derived from social and cultural environment. Values represent single and one's personal belief focused on some objects or situations. Values represent judgmental ideas like what is right.

### 7. Attitude and organizational behavior

To bring desirable change in human values, personality and attitudes are the big challenge before the management. In changing behavior of an employee organization plays an important role. Behavior is the outcome of situation of an individual and nature of the individual. Basis of the behavior are attitude, perception and defensive mechanism. Attitude of the employees affect the behavior, job involvement, job satisfaction in the organization that is why the attitude of the employees is most important.

Employee behavior is affected by attitude. If attitude does not lead to any specific action, a direct relationship is not agreeable between attitude and action. For example, a supervisor who does not like certain people in the organization, but the supervisor treats them pleasantly and fairly in the organization because he does not want his attitude to interfere with his professional judgment. He may treat them good in organization but if he meets them at a social place or in a party, he may ignore them.

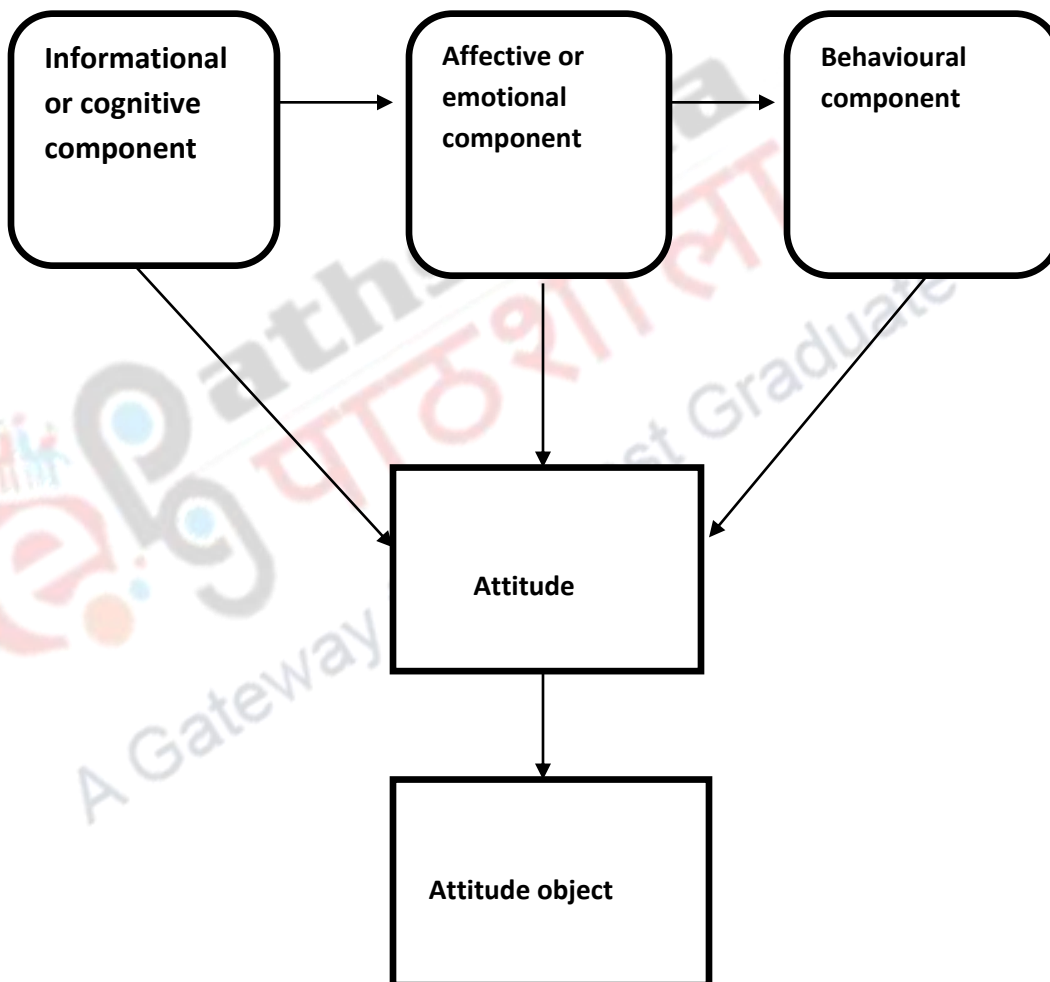
### 8. Components of Attitudes

There are three components of an attitude:

1. **Cognitive or informational component:** An individual has beliefs, ideas, and values about an object. The information is correct or not, it makes no difference. For example- Ram is person, wants a job and he may get to know about the firm from newspaper or from other people that the firm pays good salary. But in reality it may be correct or may not be.
2. **Emotional or affective component:** Components of emotions include the feelings of a person, positive effect, neutral effect or negative effect. Component related to emotion involves the person's feelings of like and dislike towards the attitude object, person event or situation. This component explain his emotions, "I like teaching profession, as it gives a feeling that I am doing some contribution towards society."

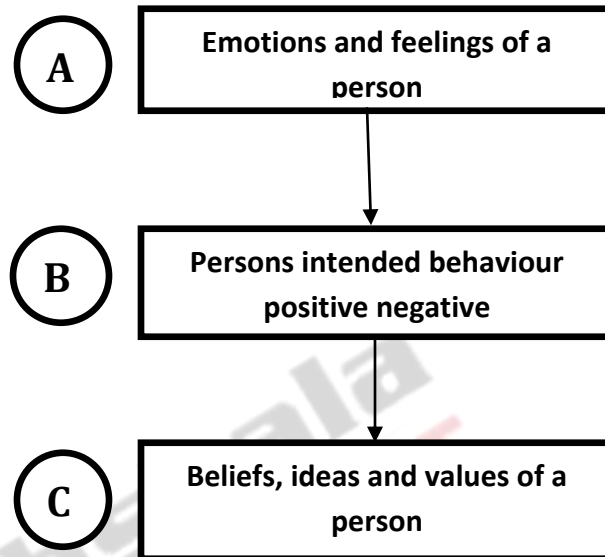
- 3. Behavioural component:** One can see only one's behavioural components out of three components of attitude. The behavioural component of an attitude consist the behavior of an individual in a particular manner towards an object. For example, in above case the concerned person may join teaching profession due to his emotional components leading to one's behavioural component. One cannot see another person's beliefs and his feelings.

These components show that an attitude can be considered as a way of thinking, feeling and behaving. For example if an individual has positive thoughts about his boss at the job, that individual would develop feelings of respect and consideration for his boss, as a result, may like to associate more frequently with him.



ABC model contains three alphabets which stand for, Affective components stand for A, behavioural for B and for cognitive component there is C. Here attitude is expressed by these three components and

known as ABC model. This method is very important because through this model an individual can understand full knowledge about the concept of attitude.



#### 9. Functions of attitude

An understanding of attitude is also important because attitude help people adapt to their work environment. Attitude can help in predicting human behaviour at work. Attitude performs the following functions:

- 1. Attitudes organise facts:** Different people with divergent attitudes tend to perceive things differently. Interpretation of facts and derivation of meaning for the words, thoughts and feelings basically depend on the way they are organised. So, attitudes influence the perception.
- 2. Attitudes select facts:** Attitudes are like a filter screen. Certain kinds of things can pass through it, whereas others are rejected by it. Attitudes also facilitate the selection of facts. From a mass of objective information, an individual tends to select such facts as are favourable and consistent with his attitude.
- 3. Attitudes determine meaning:** Favourable attitude enables the individual to find “good” meaning whereas unfavourable attitude is linked with “bad” meaning to environmental objects and situations. Attitude determines meaning of what is seen in the environment.
- 4. Attitudes reconcile contradictions:** With the proper attitude as a background, intelligent people can reconcile or rationalize the same actions to which, others are have contradiction. It is not uncommon to come across people who hold contradictory opinions.

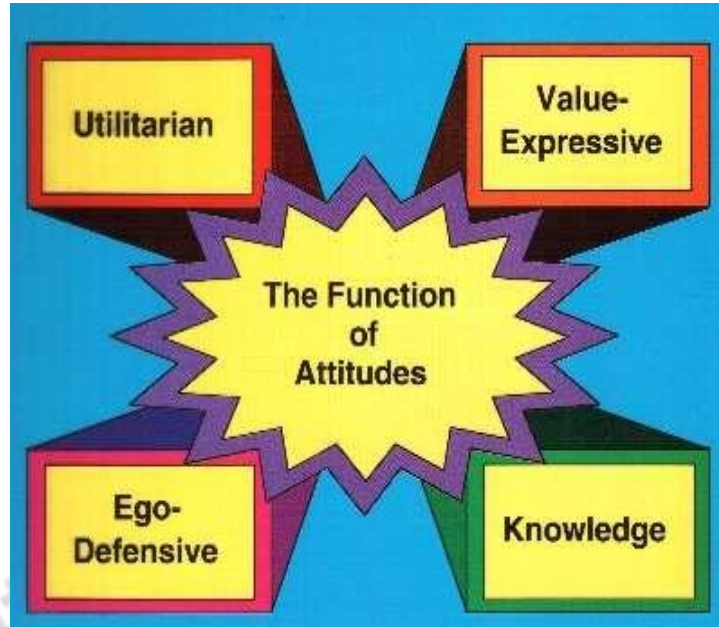
For example, when a worker takes a little rest a supervisor considers it ‘loafing’ or idling. Similarly, the worker very often thinks that the supervisors or foreman is ‘spying’ or ‘evaluating’ depending upon the former’s attitude towards the management is general.

- 5. The adjustment function:** When employees are treated well in the organisation, they are likely to develop a positive attitude towards supervision and the organisation; otherwise they are likely



to develop a negative attitude towards management and the organisation. Attitudes often help people adjust to their work environment.

For example, if the employees who are well treated are asked about management or the organisation they are likely to say good things. These employees are very loyal to the management also.



Source: <http://www.yorku.ca/lripley/zchtattitudes.jpg>

6. **The ego defensive function:** Along with the adjustment functions, attitudes also help them defend their self images. People often form and maintain certain attitudes to protect their own self images. For example, workers may feel threatened in the employment by advancement of minority or female workers in their organisation.

Ego defensive attitude is formed and used to cope with a feeling of guilt or threat. Unless this feeling is removed this kind of attitude will remain unchanged.

7. **The value expressive function:** An individual can express his/her values if he/she carry the attitude of value expressive. Self-esteem and self-concept are related with value expressive attitudes.

If there is centralization of authority in an organization then the attitude of an employee will be positive towards flexible work schedules and decentralization of authority, etc. A manager who believes strongly in work ethics will tend to voice attitudes towards work practices as a means of reflecting this value or specific individuals.

8. **The knowledge function:** Attitudes helps and allow people to organise and explain the world around them. Attitude leads to people to understand by what is going on around them and what is in the mind of people how they may behave in future.

Attitude is often substituted for knowledge. In the absence of knowledge, we use our attitude to organise and make sense out of the perceived object or person. A good example is stereotyping. We may use our stereotype attitude towards an individual to whom we don't know and judge him/her.

## 10. Types of job related attitude

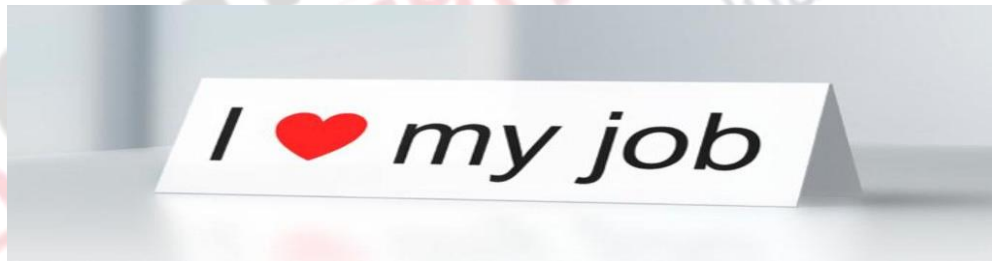
A person may possess numerous attitudes, but organisational behaviour focuses on job related attitudes only. And job related attitude is the attitude which an individual has towards work environment or towards organization. The attitude may be of different type like- positive or negative, unfavorable or favorable. Overall there are three type of job related attitude:

- i. Job involvement
- ii. Job satisfaction
- iii. Organisational commitment

I. **Job involvement:** Job involvement refers to the degree with which a person identifies psychological with the job his emotional, professional and social attachment with the job. Different authors have given different meaning to this term and there is not complete agreement over what the term means.

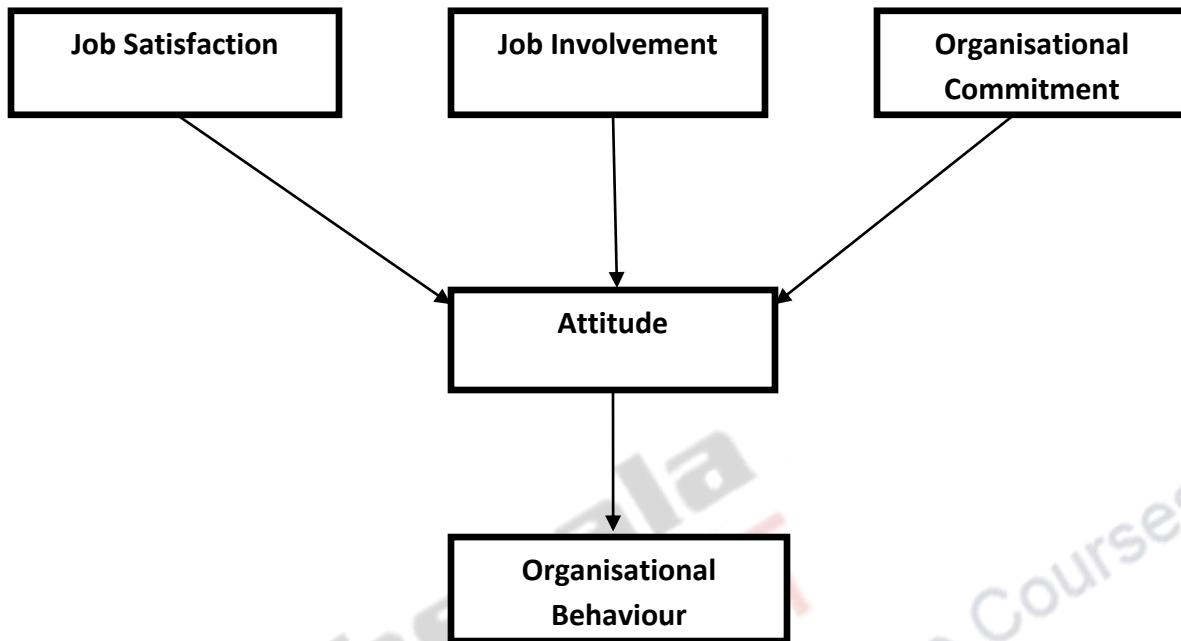
Fewer absences and less resignation rates are the reason of high degree of job involvement. Even the accidents are less when there is high job involvement.

II. **Job satisfaction:** General feelings or attitude of a person towards his work or job is refers to job satisfaction. An individual will carry a positive attitude towards the job if that individual is satisfied with his job. And the individual will carry a negative attitude if he is not satisfied with his job. Job satisfaction is related with the dimensions of the job pay, the work itself, promotion, co-workers, supervision and opportunities.



Source: <http://wallpapersafari.com/w/SMNz9U/>

- III. Job satisfaction has received bulk of attention in organisational behaviour. When people speak of employee attitude, more often they mean job satisfaction. In fact, the two terms attitude and job satisfaction are frequently used interchangeably.
- IV. **Organisational commitment:** The last job attitude is organisational commitment that affects the organisational behaviour. It is that one as one's identification with the organisation feels proud of being of its employee. Sometimes an employee may not be committed to the organisation and its objectives but may be involved or attached to his job. When an employee has organisational commitment, the turnover and absenteeism are low. An employee may not be dissatisfied with the organisation as a whole but sometimes he may be dissatisfied with his job. But if the dissatisfaction spreads to the organisation as a whole, he is most likely to consider resigning from the job.



#### 11. Changing attitudes

The attitude of an employee can be changed, it is not always fixed. For example- if the employee in an organization is not satisfied, he will have negative attitude towards the firm or organization, he may feel that the top management is not looking towards his problems, so the management would change this attitude, as the management know that the happy workforce is the power of the organization. But sometimes, because of certain barriers the management is not allowed to change its attitude.

#### Types of change

- A. Congruent change:** It means that the change is a movement in the same direction but the intensity of feeling is reduced. For example: if an individual dislike his manager very much, this negative attitude may persist, but the degree of dislike will be reduced.
- B. Incongruent change:** Incongruent change involves change of directions itself from negative to positive or vice-versa towards the person. For example: if in the above example, that individual starts liking his manager, this is change from negative to positive attitude.



Source: <https://www.quotemaster.org/images/b2/b24a8cc6c141e11cf58cb51400497545.jpg>

## 12. Barriers to changing attitude

Following are the barriers which prevent people from changing their attitudes:

- 1) **Prior commitment:** This barrier occurs when people feel a commitment to a particular course of action and are unwilling to change. And to change the attitude would be to admit the mistake. For example: if the CEO of a company is an MBA from IIM Ahmadabad and the CEO himself appoints a financial manager who is also from the same institute. Unfortunately the things are not working out well and the finance manager is not very good. However, as the president has himself hired the manager, he is unwilling to admit the mistake. Using the ego-defensive function of attitudes, the CEO distorts all negative information received about the finance manager.
- 2) **Low credibility:** Employees are least interested in responding to change the efforts made by someone who is not liked, has low rate of credibility and is not convincing. The term credibility implies trust, expertise and objectivity.
- 3) **Insufficient information:** Many times people do not see any reason as to why they should change their attitudes. The manager may not like the negative attitude of the subordinate, but the subordinate may be quite pleased with his own behavior. Till the manager shows him that his negative attitude will hinder his career progress and his salary increase, he will continue to have the negative feelings.
- 4) **Degree of fear:** People often ignore it when there is a low level of fear, as the warning are not strong enough to warrant attention. Similarly, if a very high degree of fear is used, people again reject the message and refuse to be persuaded as the warnings are too threatening and thus not believable.
- 5) **Strong commitment:** If an employee is strongly committed, it becomes difficult to change his or her attitude. In other words we can say that the stronger the belief about the attitude, the harder it is to change it.
- 6) **Publicly expressed attitudes:** Attitudes that have been expressed publicly are more difficult to change. This is because of the fact that requires a lot of effort for one to admit his or her mistake.

## 13. Summary

A person's efficiency is affected by attitude. Attitudes are frequently used in describing events, people, objects and people's behaviour. Attitude is acquired or learned, attitude is not inborn. Attitude exists in everybody not only in a particular person. A person can have positive or negative attitude. Attitudes are one's personal experiences. If an individual has negative attitude towards someone, it does not mean that he has a negative attitude towards all the other persons.. To bring desirable change in human values, personality and attitudes are the big challenge before the management.