



ALTERING ATTITUDE - A YARDSTICK FOR ORGANIZATION SUCCESS

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Abstract

Part of what makes each one of us unique is our attitudes about the world around us. Every day, our attitudes help determine the way we live and the choices we make. Yes, Attitude applies to every sphere of life, including one's personal and professional life. Can a student be a good student without a good attitude? Can a parent, teacher, employee, employer, be good in their roles without a Right attitude?

Success and failures in life depend upon the attitude of the individuals. If attitudes are positive, then human relations will be positive. And positive human relations are necessary for a successful life. Likewise Employee/s right attitude are important to management, because of their influence on organization success. The foundation of success regardless of any chosen field is attitude. If attitude is such a critical factor for success, shouldn't we not examine attitude and ascertain how Altering Attitude can affect Organization success?

Yes, my topic is also connected to Attitude only. I have sincerely attempted to offer a brief introduction on Attitude, Core Features of Attitude, Components of Attitude and how Attitudes are formed in Organizations.

Based on the above work, with my limited knowledge, I have proposed how to Cherish Positive Attitude & Alter Negative Attitude, and have also offered my findings and suggested that "Altering Attitude - is a Yardstick for Organization Success".

Keywords: Attitude, Formation, Altering, Organization, Success.

1. Introduction

Charles Swindoll (American writer), has said "Attitude will make or break an Organization .. a church ... a home". Attitude is an important variable in Individual behavior which has correlation to organization success. Because Attitude are a complex combination of things which we tend to call as personality, beliefs, values, behaviors, and motivations, which exists in every person's mind, that helps to define our identity, guide our actions, and influence how one behaves in organizations. Although the feeling and belief components of attitude are internal to a person, still one can view a person's attitude from his or her resulting behavior. Attitude helps us define how we see situations, as well as define how we behave toward the situation or object. Attitude provides us with internal cognitions or beliefs and thoughts about people and objects. Attitude cause us to behave in a particular way towards an object or person or organization.

2. Objectives

- To ascertain in detail Attitude and its Impact on Organization Success
- To emphasize how Attitudes are formed in Organizations
- To emphasize how Attitudes can be Cherished, Altered and Developed
- To evaluate types of Attitudes and their implications
- To suggest how Altering Attitude - can be a Yardstick for Organization Success

3. Core Features of Attitude

It will be fruitful to bring out the core features, which contribute to the meaning of Attitude:

1. Attitudes refer to feelings and beliefs of individuals or group of individuals.
2. The feelings and beliefs are directed towards other people, objects or ideas.
3. Attitudes tend to result in behavior or action of the people.
4. Attitudes can fall anywhere along a continuum from either very favourable to very unfavourable.
5. All people, irrespective of their status and intelligence hold attitudes.
6. Attitude endure (lasts, continues)

4. Meaning of Attitude:

"Attitude is a learned predispositions or a tendency, which are reflected how one feels and evaluates about something, which may be positively or negatively directed towards certain idea, object, people, situation, service or institution" in short Attitudes are the way that a person thinks, feels, or behaves towards someone or something.



5. Components of Attitude (ABC Model):

The ABC Model breaks attitudes down into three components in other words every attitude has three components that are represented in the ABC model of attitudes, which are as follows:

- A for Affective (emotional reaction or feelings which comes before a behavior)
- B for Behavioral (action which an individual does)
- C for Cognitive (thoughts and beliefs that comes after behavior)

6. Explicit / Implicit Attitude (Taxi Cab)

Attitude can actually exist at two different levels. Explicit attitudes are conscious beliefs that can guide decisions and behavior which are deliberately formed and are easy to self-report. On the other hand, implicit attitudes are unconscious beliefs which are involuntarily formed and are typically unknown to an Individual but can still influence decisions and behavior. These components are also known as TAXI CAB, which will take where one wants to go in other words Attitude is like a driver or decision maker. It decides how to act or behave in a particular situation.

7. Formation (Development) of Attitude

It is true that, Individuals acquire attitudes from several sources, but the point to be stressed here is that the 'attitudes are acquired, and not inherited' i.e. not born with us, the thoughts, feeling and tendencies to behave are acquired or learned gradually. Let us examine in detail what are the factors that influence in the formation of attitudes in an organization.

7.1 Direct Experience

Attitude is formed by direct experience of the employee towards any object or stimulus, as the employee develops attitudes based on the rewarding or punishing experience. e.g. Employees form attitudes based on their previous experience (employer or organization whom he is exposed with) on the similar situation or person.

7.2 Classical Conditioning and Attitude

Under classical conditioning learning, the attitude formed is either positive or negative, which is associated with one or more desired or undesired object or stimuli. e.g. Employee may depict a particular behavior with the boss, because, he is a fan of a particular celebrity, who had depicted a similar behavior with his boss in a movie.

7.3 Operational Conditioning and Attitude

Under Operational conditioning learning, the attitude is positive if the consequence of a particular situation was favorable to the employee, and negative, if the consequence of a particular situation was unfavorable to the employee. e.g. If wishing a Manager every time one comes across, will have an positive impact on the rating of Employee, the employee may wish boss every time he comes across.

7.4 Vicarious Learning

Under vicarious learning, the attitude is developed through the observance of peers and colleagues. e.g. If the employee's peers have an opinion that the boss is very strict, the employee is likely to have the same attitude towards the boss, thou the boss may not be strict.

7.5 Psychological Factors

An Employee is made up of his kind of personality type, perception, ideas, beliefs, and values which plays a crucial role in determining an Employee's attitude towards his colleagues, Boss and the organization.

7.6 Family

During childhood an individual spends a major part of his time with the family members, he learns from family members who provide a readymade attitude on a variety of issues like School/college life, politics, economics, religion, organization, etc.

7.7 Peer group

The employee spends major part of his life in the organization, the employee's attitude is formed on the nature of the fellow workers, quality of supervision, trade unionism, informal groups top management etc.

7.8 Climate/ Environment

Each Organization differs from another in terms of culture, practices, policies and procedures, language, norms, etc which also influences in the formation of attitude.



7.9 Social Media

Due to the advent of technology like Facebook, Twitter, LinkedIn, WhatsApp etc, every individual is bombarded with various issues, thus influencing ones attitude. It is reported that, in today's world even social media plays a major role in formation of attitude.

8. Altering (Changing) of Attitude

Changing Attitude becomes necessary if there is negative attitude prevailing in the Organization. The term change by itself in the mind of employees brings curiosity, anxiety and fear, so the change cannot be done over night, Altering (changing) Attitude is a process, and it is in the interest of the organization to attempt or try changing the negative attitudes of the employees. The same influences that lead to attitude formation can also create attitude change.

It is again emphasized that, the attitude is acquired and not inherited, i.e. not born with us and will not stay with us till we die, thus they can be changed or developed gradually through the following ways.

8.1 Providing New/ Correct Information

Negative Attitudes are mainly formed owing to lack of insufficient or correct information, providing sufficient, correct and new information can bring change in the attitude. e. g. Workers becomes pro union because of the ignorance about the good intention of the management.

8.2 Reward Power

Reward here is not only referred to the monetary benefit, such as hike in salary incentive, bonus etc it may just be a pat at the back, word of appreciation, and recognition in front of the peers, escalated promotion and so on. e.g. accepting and implementing the suggestion or idea given by the employee.

8.3 Use of Fear

Fear can change attitude, there is famous saying "He who angers, conquers" the change depends on the degree of fear, which can be classified as follows:

- a) **Low level fear arousal or used:-** Employees tend to ignore them
- b) **Moderate level fear arousal or used:-** Employees often becomes aware of the situation and will change their attitude.
- c) **High degree fear arousal or used:-** Employees often reject because, it is too threatening and thus not believable.

8.4 Influence of friends and peers

The influence of friends and peers strongly influence in changing the attitude of an employee, this again depends on the credibility, trustworthiness and group cohesiveness the employee has on his friends and peers.

8.5 Co opting Approach

This is psychological way of changing attitude, where dissatisfied or negative attitude employees are involved in improving things. e.g. empowering the employee who comes with a problem to solve the problem by himself.

8.6 Change of Boss/Top Management

Change in CEO, top level management, department heads, managers and supervisors is likely to bring change in the employee's attitudes of the organization, because every individual has his own way of working and getting the things done.

8.7 Job Rotation/ Transfers

Transfers or Job rotation as the case may be, can play a crucial role in changing the attitude of the employee in the organization. e.g. an Manager who exercises anarchy leadership style may turn to be introvert on job rotation or transfer.

8.8 Counseling

This is psychological therapy, where the counseling is done by the HR or Department Head or by both as the case may be, where the reason for negative attitude is analyzed and solution or remedy is drawn with the mutual understanding of both the parties.

9. Findings

Attitudes can positively or negatively affect Organization success. In an Organization, there exist three kinds of people, as such, there are three kind of attitudes viz. Positive Attitude, Negative Attitude & Neutral Attitude.



1. Positive Attitude A person who has positive attitudes towards work, co-workers and Management can positively influence those around them. These positive attitudes are usually manifested in a person's behavior with a good attitude and are active and productive and do what they can to improve the mood of those around them and are a boon to the Organization.

2. Negative Attitude A person who displays negative attitudes will behave accordingly. People with these types of attitudes towards work, co-workers and Management may affect those around them and behave in a manner that reduces efficiency and effectiveness thus hindering the success of the organization.

3. Neutral Attitude A person who displays neutral attitudes will not give enough importance towards their work, co-workers and Management. They exist in the Organization, with neither harming nor benefiting the organization much.

10. Suggestions

It is pointed out that, individual's behavior might not always reflect one's attitude. However, there is enough evidence to suggest that people might change their behavior, if the inconsistencies between their beliefs and behavior are pointed out to them. A study by Harvard University revealed that 85% of the reasons for success, accomplishments, promotions, etc. were because of attitudes, and only 15% because of knowledge and technical expertise.

In view of the above, it is emphasized that, Organizations must Manage (cherish) Positive Attitude, Change (Alter) Negative Attitude to Positive Attitude and Develop (Build on) Neutral Attitude to Positive Attitude.

Therefore understanding different types of attitudes and their likely implications is useful for Management to Manage, Change and Develop their Attitude in line with Organization Goals for Organization success.

11. Conclusion

Attitudes of individuals can be infectious and can influence the Co-workers, Management and the Organization as a whole. Management must therefore recognize that it is possible to Alter Attitude and in turn, his or her behavior which is conducive to the Organization Success. Everyone in the organization needs to be committed to the positive attitude. Management should strive Altering Attitudes with different change strategies to have positive effect across the organization while taking into consideration the diversity.

An understanding of attitudes in the Organization is important because it helps the Management to Manage, Change and Develop the right Attitude. If the management can successfully foster and develop positive attitude in the Organization, the result will be Ethical Behavior, Motivation, Teamwork, Increased Productivity, Improved Quality, Increased Profits, Good Relationships, Job Satisfaction, Job Involvement, Organization Commitment, Low Absenteeism, Low Attrition etc. Therefore Altering Attitude – is indeed a Yardstick for Organizational Success.

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