

## **EMPLOYEE'S JOB RELATED ATTITUDES AND ORGANIZATIONAL PERFORMANCE IN NATIONAL WATER SUPPLY AND DRAINAGE BOARD IN JAFFNA**

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Now a day's all organizations have recognized that the notion that the fact that an organization can gain competitive advantage in marketplace only if it has employees who possess positive work related attitudes. Literature of employees' attitude highlights that employees' attitude has the influence on all of the performance. Employees' attitudes play a crucial role in water board organization.

Therefore this study was made to identify the Employees' attitudes and performance in National Water Supply Drainage Board in Jaffna. Here, theoretical concept of job related attitudes and components of attitudes were illustrated. The impact of employees' attitudes has been identified and the relationship between employees, attitudes and performance were clearly discussed. The summary of the research evidences regarding impact of employees' job related attitudes on performance also was presented.

The study was carried out on 4 Section with 50 respondents from National Water Supply Drainage Board in Jaffna. Stratified random sampling method was used to select respondents from organizations.

The finding of the study is, there is positive relationship between the employees' attitudes and performance. The relationship between works related attitude variables and performance were identified.

Based on the findings valuable suggestions were provided to the management of Water Board to create appropriate attitude to employees in their organizations to achieve sustainable competitive advantage through people.

### **Introduction**

An organization needs to use more effectively all of their resources, including human resources. There are three types of resources, which are physical, financial, and human resources in an organization. However, physical and financial resources themselves do not result in productivity. It happens only when the human element is introduced and it is said that employees are the vehicle for accomplishing the goal of a unit and an organization. Job related attitudes of employees have significant influence on employee's performance and participation. The environment of the

organization affects the job related attitudes of the employees. Attitudes are essential for

The demonstrates that workplace attitude manifest in various forms. Organizations can evaluate their performance accurately by averaging the performance of their employees. In most cases, the performance of an organization is determined by the attitudes of employee's. Employees could exhibit attitudes toward various aspects of their jobs. Such as the work itself, benefits received, supervision, impediments to their work or anything that might tiger positive or negative reactions.

The performance is the end result of an activity. And whether that activity is hours of intense practice before a concert or race or whether it's carrying-out job responsibilities as efficiently and effectively as possible, performance is what result from that activity.

The organizational performance is the accumulated end results of all the organizations' work processes and activities. It is a complex but important concept and managers need to understand the factors that contribute to high organizational performance.

### **Research problem**

In the ever-changing competitive world success of the organization depends on the performance of its workforce; attitude of employees. But in practice some of the members of the organization express more satisfaction and show grater involvement in their organization but in some organizations' employees express more dissatisfaction

and show less involvement in their organizations. It is observed that the environment that is the set of believes and value system of the organization affect the individual work related attitudes.

Therefore the present study attempted to identify that **"To what extent employees' attitudes affect on organizational performance"**.

### **Research Questions**

Based on the research problem, findings of past researches and literature review the research question is formulated. **"Is there any relationship between employees' attitudes & organizational performance"?**

Through these questions the researcher will find out the factors for improvement. And also point out the trend of its performance and through this analysis will tell employees' attitudes in the people's bank in Jaffna region positive or negative.

### **Objective of the study**

The main objective of this study is to identify the relationship between employees' attitudes and desire for organizational performance.

The research will attempt to:

- Measure the employees' job related attitudes among selected organizations.
- Establish the relationship between employees' job related attitudes and organizational performance.
- Identify the employees' job related attitudes that leads to the highest organizational performance.



**Scope of the study**

Human resources are the key to achieve organizational goals in the ever changing competitive market place. The performance of the employees that leads to achieve organizational goals is affected by their job related attitudes. Hence, management takes action to enhance positive work related attitudes of employees. Employees' job related attitudes are influenced by several factors. Even though there are several factors in enhancing positive work related attitudes of employees, organizational environment plays an important role.

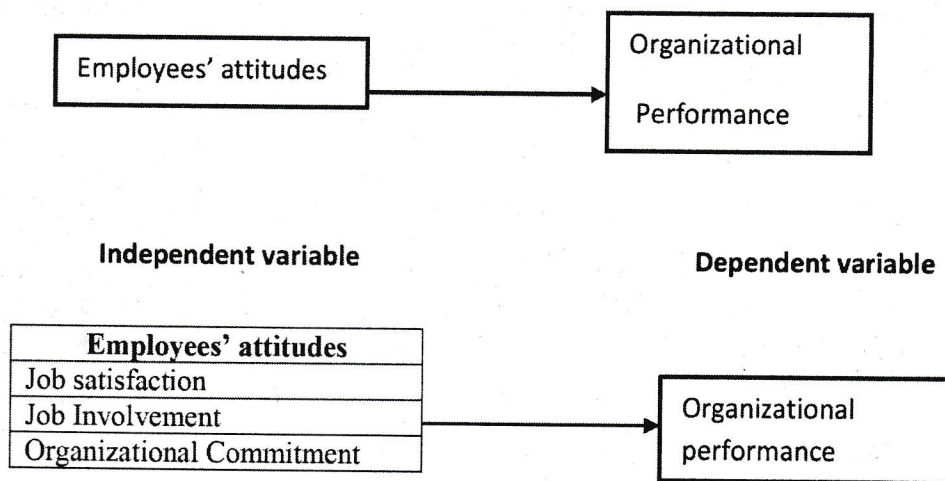
The management is able to cultivate positive results through people when they create conducive atmosphere in the organization. Therefore, it is necessary to improve employees' job related attitudes through creating appropriate organizational culture. Culture is the most powerful one in the organization and it influences on

employees' attitudes and organizational performance. In the present study is made to examine impact of employees' attitudes on organizational performance.

The term scope refers that the choice of researcher. There are over 500 branches in Sri Lanka. This study refers to Jaffna region only. There are several branches in Jaffna region. But only 4branches are selected to analyze for the purpose of research. Due to the reason of short term period is allocated to submit research report.

**Conceptual Frame Work**

The employees attitude is the independent variable in this research comprise the three salient attitudes namely job satisfaction, job involvement and organizational commitment variable is organizational performance. So the conceptual model can be illustrated as follows;



### Hypothesis

Based on the objectives of the study, the following hypotheses were developed for the purpose of this study.

**H 01:** There is positive relationship between attitudes and organizational performance.

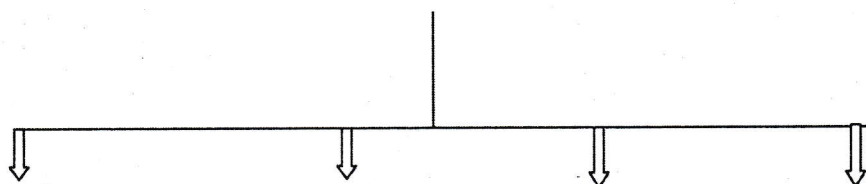
**H 02:** There is negative relationship between attitudes and organizational performance.

**H 03:** There is no relationship between attitudes and organizational performance.

### Research sample

Research sample will be selected National Water Supply and Drainage Board in Jaffna Regional Office.

Research sample (National Water Supply and Drainage Board in Jaffna Regional Office)



Regional Manager    Administration Section    Accounts Section    Mechanical Section

### Data Collection Method

The relevant data for the purpose of this study were collected from primary and secondary sources. Primary data collected through questionnaire and secondary data were collected from published documents.

In the data collection activity, much importance was attached to the set of combined organizational elements that influence job related attitude of employee's. And importance has been given to measure employees job related attitudes; job satisfaction, job involvement, and organizational commitment to identify the impact of employees, attitudes on organizational performance.

The researcher has chosen four water supply sections in Jaffna as a sample of collection data. For this purpose has chosen the stratified random sampling.

### Findings of the research

Water board also has to face competitive problem from the private and other government sector. In this way every sector must know and measure their performance position through the employees periodically.

To know the solution for the problem identified by the researcher, analysis was made by the researcher in the fourth chapter. According to that analysis, following findings were identified by the researcher.

- The organizational performance 8.91% are explained by the job

- There is positive relationship between the employees' attitudes and performance.

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