ATTITUDINAL SCAN

Dr. Krishnan Umachandran
General Manager
Organizational Development
Nelcast Ltd.,

Preferences such as likings / disliking; feeling positive / negative; situations which are favorable/ unfavorable etc., leads a person to form opinions. The continual freezing of opinions becomes attitude over a longer run. Attitude is the heart of human Machinery, towards an exhibited behavior. Orientation changes with family, ethics, class of people, geographic locations and finally role model influences the bestowed reverence. In Industry an employee is surrounded by superior, subordinate and peer groups in the inner circle; while all others are in the outer circle or peripherally linked.

Attitudes are relatively volatile in existence and are subjected to change at the whims and fancies of the individual according to the situational importance. These preferences hardened as opinions based on likings, feeling and situation when influenced by superior, subordinate and peers, may have some linkage to unforgetful or unforgivable which is the point of action where attitudes crystalizes. Unforgettables are instances of incidents which are one-off but has a severe impact of recall; while unforgivable are instances of incidents which are repeated over time and has affected the inner conscious of the person. Both these unforgettable or unforgivable are the cradle for the evolution of attitudes.

Individual approaches the work situation with positive or negative attitude, depends upon whether or not there is self-involvement, and whether such involvement enhances or threatens the self. There are some die hard characteristics such as aversion, acceptance and rejections which yield to higher negative projections such as those in politics reveal such dispositions.

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.
GE-International Journal of Management Research (GE-IJMR) ISSN: (2321-1709)

1 | P a g e

Negatives lead to confusions, prejudices, resistances and consequent maladjustments. As long it is positive, the attitudinal display of the behavior tends to be good. However, in bad or negative attitudes, correction needs to be taken in the larger interest of the organization and people. Instances or Ignoring, belittling, abusing, anger, alienate, blaming, baiting, neglecting, cat calling, bullying, catastrophism, obsessive and aggressive behavior etc in general lead to indiscipline.

A skillful superior can create as social climate of acceptance and permissiveness in which an individual would feel to look at themselves, feel free to acknowledge mistakes and be open to new ideas and attitudes. Learning techniques such as Classical conditioning (where the neutral stimulus when paired with unconditional response); or operant conditioning (where the consequences lead to change in behavior) ; and observational learning provide opportunity to the individual to change. However in reality there are certain fears & anxieties which have no real grounds such as the influence of Personal problems, Frustration, Not being promoted, envy, Insecurity about future, Fear loss of status and Unresolved issues.

Measuring Attitudes

There are two questionnaires viz.,

1. The Self Analysis
2. The Situational Analysis

which were derived from executives of various organizations, spread over various states who happen to participate in Management Development programmes. From this population the questionnaire was evolved using 150 executives form various companies spread over various states, were participants to rate the relevance of attitudinal development using a dichotomous scale (No / Yes).

FACTOR ANALYSIS & EXPERT REVIEW

Evolving a questionnaire from an articulated and brain stormed itemized list of Self and Situation linkage finally gave way to a structure as follows. Out of list of 25 item in Self-Analysis 20 items were selected ; while another list of 20 items in Situation-Analysis 14 items selected. Factor analysis was carried out on self and situations using constructs from home, work and society.

Factor analysis revealed two distinctive factors the Self and the situation.

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.
GE-International Journal of Management Research (GE-IJMR) ISSN: (2321-1709)

2 | P a g e

The Self-analysis is on Likerts Scale, whereas the situational Analysis is on four situ-tech.

The Likert's scale was chosen for its simplicity, wide use in attitude measurement, higher reliability coefficients with fewer items, and method of summated ratings. Each statement were rated on a five-point agreement /disagreement scale given with the numerical values assigned to each point (which was reversed for negative items) ; SA= strongly agree, A = agree, UD = neither agree nor disagree, D = disagree, and SD =strongly disagree.

CONTENT VALIDITY

A list of 25 items in Self-Analysis, were given to participants to rate the relevance of attitudinal development using a dichotomous scale (No / Yes). The responses on analysis for Content validity ratio CVR, was finalized after review with experts on 20 items (CVR greater than 0). These 20 items were taken into questionnaire for SELF ANALYSIS.

Another list of 20 items in Situation-Analysis, were given to the same 150 participants to rate the relevance of attitudinal development using a dichotomous scale (No / Yes). The responses on analysis for Content validity ratio CVR, was finalized after review with experts on 14 items (CVR greater than 0). These 14 items were taken into questionnaire for SITUATION ANALYSIS.

ORGANIZING A TOOL DEVELOPMENT

This Scale analyses the bases of attitudes with given comprehensive
- psychometric coordination and
- behavioral analysis patterns.

CRITICAL REVIEW

The scale with 34 (i.e., 20 + 14) items distributed to executives from various industries; found that since for scale development a large sample would eliminate subject variance. Further this study exceeded the common ratio of 5 subjects per item which is the standard followed, as sample size for factor analysis. Thus, distribution of the questionnaire containing 34 items to a was considered satisfactory, in spite of 10% who had returned the unfilled questionnaires.

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.
GE-International Journal of Management Research (GE-IJMR) ISSN: (2321-1709)

3 | P a g e

However, the returned rate of the unfilled questionnaire had no impact on the evolved instrument, which is a real success to this study.

The content of the constructs were content analyzed and finally checked for reliability using Cornbrash's alpha coefficient test of reliability. The reliability of the scale showed a high intercorrelation among the items, the value of the alpha coefficient increased by decreasing the items in the scale making the evolved scale more robust and reliable.

Attitudes have a important role in the evolution of behavior and are vulnerable to form as values such as Dependable, Reliable, Committed, Honest, Efficient, Creative, Adventurous, Motivated, Optimistic, Passionate, Respectful, Fit, Respected which are more vital for an organization to exist and sustain for an institutional development.

This tool captures the readiness to act of people in situations in a certain way or a set/frame reference towards or against. Thereby Self & Situational Analyzing tools identify displayed attitude.

References

1. Md Sakoat Hossan, Hamidreza Asgari, Kollol Shams, Xia Jin (2016), Incorporating attitudinal aspects in roadway pricing analysis

2. Ellen P. Fischer, Jean C. McSweeney, Patricia Wright, Ann M Cheney, Geoffrey M. Curran, Kathy Henderson, John C. Fortney (2016), Overcoming Barriers to Sustained Engagement in Mental Health Care: Perspectives of Rural Veterans and Providers, The Journal of Rural Health.

3. Donald I Templer, Heather Joy Connelly, Lynette Bassman, Jessica Hart (2006), Construction and Validation of Animal Human continuity Scale, Social Behaviour and Personality, 34(7), 769-776.

4. Gregg, Aiden P., Beate Seibt, and Mahzarin R. Banaji (2006), Easier Done Than Undone: Asymmetry in the Malleability of Implicit Preferences, Journal of Personality and Social Psychology, 90 (1), 1–20

5. Christine Proctor (2014), Effective Organizational Communication Affects Employee Attitude, Happiness, and Job Satisfaction, Southern Utah University.

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.
GE-International Journal of Management Research (GE-IJMR) ISSN: (2321-1709)

4 | P a g e

6. Neves, Pedro & Eisenberger, Robert (2012). Management communication and employee performance: the contribution of perceived organizational support. Human Performance 25:5, 452-464.

7. DeVellis, R. (1991). Scale development: Theory and applications. Newbury Park : Sage

8. Krishnan Umachandran (2016), Attitudinal development in Employees, National Conference on Sustainable Development in Corporate Sector - Perspectives, Problems and Prognosis, Department of Commerce, Karpagam University, 23.09.2016.

9. Krishnan Umachandran (2016), Attitudinal Report, DOI: 10.13140/RG.2.1.4408.2964

10. K. Umachandran (1998), Attitudinal development. The Indian Journal for Training & Development (Published by ISTD)., Vol. XXVIII No.1 Jan – Mar'1998.

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories.
GE-International Journal of Management Research (GE-IJMR) ISSN: (2321-1709)

5 | P a g e