



ATTITUDE TOWARDS WORK IN ORGANIZATION

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ABSTRACT: *Copyright description of some aspects of modern organization employees' attitude towards work. Based on analysis of attitudes towards work it has been clarified why work performance of knowledgeable, skilled and experienced workers often does not meet employers' expectations.*

KEY WORDS: *attitude towards work, work performance, work behavior.*

Attitude towards work can be seen at various levels from the perspective of the individual, organization and society. These different levels are intertwined in people's lives. Modern organization is no longer a place where people only go to work knowing that they will receive their pay, but is also a place where employees want to express themselves, to feel valued and fulfilled with their accomplishment.

Modern Human Resources Management faces a huge challenge to find the right people to achieve the objectives of the organization while the results of their work fulfill their potential. The realization of work potential of employees depends on the personal need to work and the attitude towards specific job. The outcomes of work tasks yet depend not only on the professional qualities, personal abilities and right attitude towards work, but also the work procedures and working conditions created by the employer.

People, employed or unemployed, cultivate their attitude towards work as positive, neutral or negative. The personal attitude to work is a result of the impact of various factors on the individual in the process of building their employment behavior. The key factors in shaping attitudes towards work can be defined as follow: the perception of work, work motivation, satisfaction with the work performance, as well as education towards work. The way these factors are presented in the individual, shapes her or his work behavior. These factors affect

people in different way causing increase or decrease of their efforts, usage of their knowledge, skills and intellectual potential.

Attitude towards work is in the foundation of personal aspirations to use one's physical and intellectual abilities, knowledge and experience to reach certain employment outcomes.

The results of work performance in organizations are mainly related to the motivation and commitment of employees. Why very often work performance of knowledgeable and skillful employees is not at the desired by the Management level? The answer to this question can be found in many directions - from organizational and technological factors and group dynamics towards personal ambition to apply all available intellect and knowledge up to motivation and attitude to particular job and generally towards work. All these attitudes interact with each other and have different influence on people. Attitudes' expression reflects employees' work performance.

Many employers, faced with low productivity, tend to blame employees in unsatisfactory motivation. Some employers in similar situations introduce motivational programmes. However, often the productivity does not increase with these programmes. This is a reason for serious studies on interaction between motivation and productivity. According to Ronald Riggio, prior to blame workers for their low motivation other factors that directly or indirectly affect productivity must be analysed. These factors, according to him, can be set as four tendencies: variables of systems and technology, variables of individual differences, variables of group dynamics and organizational variables. [1]

The motivation for work is important but employers tend to overestimate it and forget about other factors with serious impact on work productivity of employees. Here arises the question whether the attitude towards work can be associated only with motivation or there is influence by other factors and processes within the organization. Despite the importance of motivation for employees' performance, we must not focus only on it because at the end of the day, it is only one of the factors that determine work efficiency. Focusing on a single factor and neglecting the others creates a rather limited idea about the behavior of people in employment.

Often employers are unaware or are reluctant to admit the real reasons for low level of job performance of employees with proven knowledge, skills and experience caused by problems of inefficient business management of organizations, poor management of human resources and by external influences. These problems provoke employees' undesirable attitude towards work. Often incompetent management leads to changes in attitudes towards work. If we add to this salary levels, we can get a better understanding of attitudes towards work that people build and change during their working lives.

To perceive general attitude towards work of an individual is necessary to consider the process of learning to work and a family model of work, which is

often reproduced later in life by next generation's workforce. Suitable work tasks aiming to develop positive attitude to work should be included in educational programmes from early childhood. To teach someone to work if they have not been taught while young is quite difficult. Even if someone is used to to work, it does not mean that the work is important for this person. People work for various reasons - to earn money for survival, to obtain funds to meet various needs, to accumulate wealth, etc. This means that work as a process is a purposeful activity and functions as a means to achieve desired goals. [2]

People work for reward which will help them satisfy their needs. This is considered a labour of necessity, which could mean that the attitude towards a particular job depends mainly on the habits of individuals to work and on the pay which would allow them to meet a variety of individual needs.

Despite positive impact of work on human existence, survival and development, generations' involvement in work activities proved to be a complicated process. It is easy to an active hardworking person to un-learn to work and it is very difficult an idle one to learn to work. There are people who never worked in their lives. Work inclusion and work alienation are not mutually exclusive. A person can value work, can use the products of labor but at the same can avoid working.

New generation more and more show attitude of work alienation which is a result of negative perception of work, population reproduction dynamics and accepted models for work education in the family. The drop in birth rates and tendency of raising only one child in the family who receives all attention and care creates settings where a child does not learn to work, which consequently forms alienation of work. When children grow they reproduce behavioral patterns of their parents - if one, several or all adults in the family, do not work for some reason - children adopt this as natural and when they reach working age they often do not work and rely on the welfare system or other income.

Training to obtain personal work qualities in the process of work education shapes not only people's attitudes to work, but also outlines an expectancy of standard of living of the individual. Value orientations toward different types of work are established in this process, and as a result, people develop different attitude to different types of work, make career choices or decide to change their current profession.

In order to achieve a high level of performance it is important to pay attention not only to the motivation and attitude of the workers but also to various factors in the organization that are subject to managerial influence. The choice of person whether to employ the minimum or the maximum of their potential heavily depends on those factors.

Modern people have certain expectations not only for nature and character of their jobs, but also for the organization, the leadership and the way of communication in the work process. Introduction of new technologies changes

the nature of work and requirements for workers. These processes become more dynamic nowadays and demand quicker adaptation to changes in job requirements. It is almost impossible to work in the same job position throughout entire working life as it used to be possible for many people 50-60 years ago. It also becomes impossible for an individual with a certain range of knowledge and skills acquired in a certain stage of their life to work until their retirement. Continuous learning is becoming necessity for employees in order to maintain their professional skills at desired by the employer level. Continuous maintenance and accumulation of new knowledge require not only a motivation, but depends on available resources because in addition to work everyone has a personal life which involves other types of work activities. The continuous upgrading of knowledge and skills takes time and investment. When income from salary does not allow you to invest in yourself, the quality of your work will deteriorate. Employers often prefer to hire highly qualified people and cut the resources for training. When all these factors act simultaneously each individual makes a choice that depends on the balance between personal and professional life.

On an organizational level these influences can be considered from two positions - problems of work performance resulting from employee's negative attitudes towards work and problems of work performance resulting from organizational and managerial impacts.

The problems in work performance are resulting from employee's negative attitudes towards work are basically due to lack of work habits. For people who have not learned to work working is overwhelming. There is always someone or something they blame for creating problems and they often feel misunderstood. They frequently change different job and always find an excuse to leave current job and just stop working. Most often they state as an excuse that their pay is insufficient, they may not go well with their colleagues or the manager does not value them. Such situations can occur with people with established good work habits, but when the same scenario is repeated three or more times, then the person should realize that the problem is nothing to do with employers, managers and or colleagues – the problem is perhaps in themselves and they should try to change themselves and their attitude to work.

The problems of work performance resulting from organizational and managerial impacts can be of a different nature. The most common are problems in group dynamics, lack of good communication between leaders and employees, too many written and unwritten rules and poorly structured job roles etc.

Even when employees have the knowledge, skills and right attitudes essential to fulfill the position, they often do not reach the results expected by their employer. Why is that? Where expectations of employers and those of the staff disagree?

Primary goals for the employers are profits and economic efficiency. Employees, however, may have different purposes and financial reward is not always the most important results from their work performance. People expect to reconcile personal and professional life and to feel satisfied with their work. Nobody wants to work in an environment with constant conflicts between colleagues, managers or juniors, with overruled policies and imbalanced distribution of job roles and tasks between work positions.

Over the last few decades Human Resources Management changed significantly to meet the growing expectations of the people in the modern organization. Are these changes really enough? Are the expectations of employees too high or the management of changes in organizations is falling behind? On the one hand, there is a need for organizational and management changes that create conditions to meet people's expectations. On the other hand, it is important to enhance work education towards appropriate employment behavior.

There are still many questions related to people's attitude towards work but the main question is under what conditions expectations of employers and employees will meet. Is it time for modern generation attitude towards work to become more positive or it is necessary to build new models for management of human resources to support reaching the balance between the expectations of employees and employers' requirements? The answer to this question can be given after analyzing the organizational and management processes and activities, group dynamics and employees' attitude towards work in a particular organization. The results will reveal what are the problem areas, the main of which have been described above. Then specific decisions on necessary changes will be taken at an organizational level.

References:

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- [2]. D. Shopov. Labour Economics. Sofia. Trakia-M. 1999. p.18