

A STUDY ON EMPLOYEES ATTITUDES AND PERCEIVED ORGANIZATIONAL SUPPORT IN SIPCOT INDUSTRIES IN TAMIL NADU

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Abstract-Attitudes can have a significant effect on the behavior of a person at work. Employees with higher levels of perceived organizational support are likely to have positive attitudes and behaviors. It would increase employees' felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded. This paper deals with employees attitudes and perceived organizational support. It outlines the various indicators of on employees attitudes and perceived organizational support and such indicators are quantified and analyzed on the basis of five point rating scale. This paper concludes with some interesting findings along with policy suggestions.

Introduction

The formal concept of perceived organizational support was not introduced and quantified until the 1980s, the idea of organizational support has been present in the management literature for nearly seventy years. Perceived organizational support is given different words by different researchers and attempts have been made to simplify and explain the concept. Eisenberger et al. (1986)¹ define "perceived organizational support" as "an employee's perception that the organization values his or her contribution and cares about the employee's wellbeing". Ahmed, et al. (2011²) and Erdogan and Enders (2007)³ held the view that "perceived organizational support refers to the degree to which an individual believes that the organization cares about him/her, values his/her input and provides his/her with help and support".

Rhoades and Eisenberger, (2002)⁴, note that perceived organizational support is directly linked with three categories of favorable treatment received by employees, such as, organizational rewards and favorable job conditions, fairness and supervisor support, in return favorable outcomes are achieved such as job satisfaction and organizational commitment. All these relations support organizational support theory.

Therefore, organizational support is studied as something that is perceived by an employee. This is a perception or judgment of how much support an employee feels or thinks an organization provides to him or her. As per the report by Andrews and Kacmar, (2001)⁵, perceived organizational support focuses on the organization's commitment to the employee. This construct is distinct from organizational politics and procedural and distributive justice. Muse and Stamper (2007)⁶ divide perceived organizational support in two constructs viz care about employees' outcomes and performance and care about employees' well-being and respect. Both these constructs affect the perception of employees about the support given by the organization. If any one of these elements is missing it would affect the overall perception of support given by organization.

The effects of perceived organizational support on employees' attitudes with respect to the fundamental assumptions about the nature of the organization, a variety of criteria ranging from the survival of the organization to profitability may be associated with success. Brown and Leigh, (1996⁷), employees state that organizational environment has an effect on their attitude, motivation, performance, and well-being. Eisenberger, et al. (1990)⁸ suggested that a worker's perception of how an organization values him/her may be vital for determining his/her attitudes benefiting the organization.

Jing-zhou, et al. (2007)⁹, emphasize that organizational support is based on the humanized qualities of organizations in employees' eyes, manifested by culture, rewards and punishments, system, benefits and payments of organizations. When employees become aware of their organizations' attention, admiration, support and respect towards them, they show positive return to that.

For employees, the organization serves as an important source of socio-emotional resources, such as respect and caring, and tangible benefits, such as wages and medical benefits. Being regarded highly by the organization, it helps to meet employees' needs for approval, esteem, and affiliation. According to Krishhan and Mary, (2012¹⁰), positive valuation by the organization also provides an indication that increased effort will be noted and rewarded. Employees therefore take an active interest in the regard with which they are held by their employer. Eisenberger et al. (1986)¹¹ suggested that perceived organizational support would be influenced by various aspects of treatment by the organization and its managers, including praise and approval, pay, rank, job enrichment and organizational policies.

Review on the subject

An analysis of review of literature is an important aspect of any research. It enables one to understand the research concentration, research areas covered and research gap in particular subject. In this section some of the research works done in the area of employees attitudes and perceived organizational support are brought into attention.

According to Cropanzano and Greenberg (1997) perceived organizational support is effected by structural aspects includes formal rules and policies decisions and their implementations regarding employees whereas social aspects contains employees are being treated with respect and decorum and providing them with information how to determine final results. Kottke and Sharafinski, (1988¹²), bring to attention that word supervisor is used for organization as employees are well aware that their

assessment is often conveyed to upper management and further employees associations of supervisor support contribute to perceived organizational support. Jawahar, et al. (2007)¹³ found that perceived organizational support was associated with less emotional exhaustion and depersonalization and moderated the role conflict-emotional exhaustion relationship.

Eisenberger et al., (1986), held the view that employees who experience a strong level of perceived organizational support theoretically feel the need to reciprocate favorable organizational treatment with attitudes and behaviors that in turn benefit the organization. Many studies have found that perceived organizational support is positively associated with organizational citizenship behavior. Asgari and Samah (2008) in his paper found that 35% increase in organizational support will result in 35% increase in organizational citizenship behavior.

According to Tourangeau and Cranley (2006)¹⁴, perceived support is an important factor that indirectly affects the intention to remain employed. Tumwesigye (2010)¹⁵ highlight significant relationships between , perceived organizational support and organizational commitment, and organizational commitment and turnover intentions, perceived organizational support and turnover intentions. Also, Ucar and Ötken (2010)¹⁶ indicated a significant relationship between perceived organizational support and affective commitment and normative commitment, but a negative relationship between perceived organizational support and continuance commitment.

In Uganda, Onyinyi (2003) investigated the relationship between perceived organizational support and organizational commitment among health workers and found a weak but significant relationship between the two variables. Similarly, Makanjee et al. (2006) found that perceived organizational support positively influenced radiographers' organizational commitment in South African hospitals. Earlier, Semogerere (2003) had found that affective commitment was positively correlated with high quality psychological contract which has aspects of perceived organizational support such as fairness and meeting the individual's needs and expectations on the job.

Rhoades and Eisenberger (2002) reviewed more than 70 studies concerning employees' general belief that their work organization values their contribution and cares about their well-being perceived organizational support. A meta-analysis indicated that 3 major categories of beneficial treatment received by employees (i.e., fairness, supervisor support, and organizational rewards and favorable job conditions) were associated with perceived organizational support.

It could be observed from the reviewed studies that no study has been conducted at SIPCOT industrial region Tamil Nadu.

Methods and Materials

This study deals with employees attitudes and perceived organizational support with reference to selected small, medium and large industries in Tuticorin SIPCOT industrial region. From each industry 25 workers are selected as sample under simple random sampling method. The relevant data on employees attitudes and perceived organizational support are collected from the workers with the help of interview schedule. The collected qualitative data are quantified with the help of five point rating scale. The data analysis is carried out with the help of mean, ANOVA two way test, t test and ranking method.

Perceived Organizational Support

This section deals with respondents' rating on perceived organizational support. It can be assessed with the help of 7 factors on a 5 point rating scale. These include each employee is treated with genuine respect, the organization cares for employees' general satisfaction at work, organization cares about employees opinions, organization does not ignore complaints from its employees, organization duly supports its employees facing any problem, the company values employees contribution to its well being and the company strongly considers employees goals and values.

Table 5 Industry Size Wise Respondents' Rating on Perceived Organizational Support

Variables	Small	Medium	Large	Mean
The company values employees contribution to its well being	1.92	2.26	3.02	2.40
The company strongly considers employees goals and values	1.72	1.96	2.62	2.10
Organization does not ignore complaints from its employees	2.74	3.08	3.84	3.22
Organization cares about employees opinions	3.30	3.64	4.10	3.68
Organization duly supports its employees facing any problem	2.45	2.79	3.55	2.93
The organization cares for employees' general satisfaction at work	3.61	3.95	4.11	3.89
Each employee is treated with genuine respect	3.88	4.16	4.26	4.10
Average	2.80	3.12	3.64	3.19

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to Effectiveness of Human Resource Management Practices	10.31666	6	1.719443	59.1164	2.99612
Variation due to industry size wise	2.518971	2	1.259486	43.30255	3.885294
Error	0.349029	12	0.029086		
Total	13.18466	20			

Data presented in table 5 indicate the industry wise respondents' rating on perceived organizational support. It could be noted that out of the 7 indicators of perceived organizational supports, the respondents rate the each employee is treated with genuine respect is the first level perceived organizational support and it is evident from their secured a mean score of 4.10 on a 5 point rating scale. The organization cares for employees' general satisfaction at work is rated at second level perceived organizational support and it is estimated from the respondents' secured a mean score of 3.89 on a 5 point rating scale. The respondents' rate the organization cares about employees' opinions is the third level perceived organizational support. It is evident from their secured a mean score of 3.68 on a 5 point rating scale. The respondents rank the fourth level organizational support process by citing the fact that the organization does not ignore complaints received from its employees and it is observed from the respondents' secured a mean score of 3.22 on a 5 point rating scale. Organization duly supports its employees facing any problem is rated at fifth level perceived organizational support and it could be known from the respondents' secured a mean score of 2.93 on a 5 point rating scale. The respondents' rate the company values employees' contribution to its well being is the rated sixth level perceived organizational support and it is revealed from their secured a mean score of 2.40 on a 5 point rating scale. The company strongly considers employees goals and values is rated at seventh level perceived organizational support and it is observed from the respondents' secured a mean score of 2.10 on a 5 point rating scale.

The large size industry group respondents' rank the first position in their overall rated indicators of perceived organizational support as per their secured a mean score of 3.64 on a 5 point rating scale. The medium size industry group respondents' record the second position in their overall rated indicators of perceived organizational support as per their secured a mean score of 3.12 on a 5 point rating scale. The small size industry group respondents' come down to the last position in their overall rated indicators of perceived organizational support and it is estimated from their secured a mean score of 2.80 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 59.11 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of perceived organizational support is statistically identified as significant. In another point, the computed anova value 43.30 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the size of the industry is statistically identified as significant as per the respondents expressed indicators of perceived organizational supports.

Table 6 Length of Service Wise Respondents' Rating on Perceived Organizational Support

Variables	Below 5 years	5-10 years	10-15 years	15-20 years	20-25 years	Mean
The company values employees contribution to its well being	1.83	2.22	2.49	2.69	2.87	2.40
The company strongly considers employees goals and values	1.73	1.92	2.19	2.29	2.47	2.10
Organization does not ignore complaints from its employees	2.65	3.04	3.31	3.51	3.69	3.22
Organization cares about employees opinions	3.11	3.50	3.77	3.97	4.15	3.68
Organization duly supports its employees facing any problem	2.36	2.75	3.02	3.22	3.40	2.93
The organization cares for employees' general satisfaction at work	3.32	3.81	4.08	4.18	4.16	3.89
Each employee is treated with genuine respect	3.82	4.12	4.19	4.20	4.27	4.10
Average	2.69	3.05	3.29	3.44	3.57	3.19

Source: Computed from primary data

Source of Variation	SS	df	MS	F	F crit
Variation due to Effectiveness of Human Resource Management Practices	17.19443	6	2.865738	266.4033	2.508189
Variation due to length of service	3.410029	4	0.852507	79.25033	2.776289
Error	0.258171	24	0.010757		
Total	20.86263	34			

Data presented in table 6 indicate the length of service wise respondents' rating on perceived organizational support in their organization. The respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of perceived organizational supports in their organization as per their secured a mean score of 3.57 on a 5 point rating scale. The respondents come under the length of service group in the range of 15-20 years register the second position in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 3.44 on a 5 point rating scale. The respondents included in the length of service group 10-15 years occupy the third position in their overall

rated indicators of perceived organizational support in their organization as per their secured a mean score of 3.29 on a 5 point rating scale. The respondents belong to the 5-10 years length of service group hold the fourth position in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 3.05 on a 5 point rating scale. The respondents observed below 5 years length of service group turn down to last position in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 2.69 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 266.40 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of perceived organizational support is statistically identified as significant. In another point, the computed anova value 79.25 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the working experience groups is statistically identified as significant as per the respondents rated indicators of perceived organizational support.

Table 7 Education Wise Respondents' Rating on Perceived Organizational Support

Variables	Secondary	Higher secondary	Diploma	Under graduate	Post graduate	Mean
The company values employees contribution to its well being	1.78	2.09	2.31	2.74	3.08	2.40
The company strongly considers employees goals and values	1.68	1.79	2.01	2.24	2.78	2.10
Organization does not ignore complaints from its employees	2.60	2.91	3.13	3.56	3.90	3.22
Organization cares about employees opinions	3.06	3.37	3.59	4.12	4.26	3.68
Organization duly supports its employees facing any problem	2.31	2.62	2.84	3.27	3.61	2.93
The organization cares for employees' general satisfaction at work	3.37	3.68	4.10	4.13	4.17	3.89
Each employee is treated with genuine respect	3.68	4.09	4.21	4.24	4.28	4.10
Average	2.64	2.94	3.17	3.47	3.73	3.19

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to Effectiveness of Human Resource Management Practices	17.19443	6	2.865738	118.5823	2.508189
Variation due to educational status	5.1362	4	1.28405	53.1331	2.776289
Error	0.58	24	0.024167		
Total	22.91063	34			

Table 7 reveals data on the education wise respondents' rating on indicators of perceived organizational support. The post graduate degree level educated respondents rank the first position in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 3.73 on a 5 point rating scale. The under graduate degree level educated respondents record the second position in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 3.47 on a 5 point rating scale. The diploma level educated respondents register the third position in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 3.17 on a 5 point rating scale. The higher secondary level educated respondents hold the fourth position in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 2.94 on a 5 point rating scale. The secondary level educated respondents turn down to last position in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 2.64 on a 5 point rating scale.

The anova two ways model is applied for further discussion. The computed anova value 118.58 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of perceived organizational support is statistically identified as significant. In another point, the computed anova value 53.13 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the educational status is statistically identified as significant as per the respondents rated indicators of perceived organizational support in their organization.

Table 8 Sex Wise Respondents' Rating on Perceived Organizational Support

Variables	Male	Female	Mean
The company values employees contribution to its well being	2.79	2.01	2.40
The company strongly considers employees goals and values	2.39	1.81	2.10
Organization does not ignore complaints from its employees	3.61	2.83	3.22
Organization cares about employees opinions	4.07	3.29	3.68
Organization duly supports its employees facing any problem	3.32	2.54	2.93
The organization cares for employees' general satisfaction at work	4.18	3.60	3.89
Each employee is treated with genuine respect	4.22	3.97	4.10
Average	3.51	2.86	3.19

Source: Computed from primary data

t statistical value 8.60, df 6, t critical value 1.94

Table 8 shows data on the sex wise respondents' rating on perceived organizational support. The male respondents' rank the first positions in their overall rated indicators of perceived organizational support in their organization as per their secured a mean score of 3.51 on a 5 point rating scale. The female respondents' hold the second position in their overall rated indicators of perceived organizational support in their organization and it is estimated from their secured a mean score of 2.86 on a 5 point rating scale.

The t test is applied for further discussion. The computed t value 8.60 is greater than its tabulated value at 5 per cent level significance. Hence, there is a significant difference between male respondents' and female respondents' in their overall rated indicators of perceived organizational support.

Employees Attitudes

This section deals with respondents' rating on employees' attitudes. It can be assessed with the help of 8 factors on a 5 point rating scale. These include employees have full confidence in their competencies with their co-employees, management is competent enough to lead the organization towards prosperity, employees believe that the supervisors never act opportunistically or exploit them, employees are confident that the organization has growth potential, management respects each employee's ability and knowledge of the job, employees believe that the management follows policies and practices that serve combined interests of both employees and the organization, employees trust the management for keeping the promises made by them and most of co-employees would perform their duty sincerely without supervision.

Table 9 Industry Size Wise Respondents' Rating on Employees Attitudes towards their Organization

Variables	Small	Medium	Large	Mean
Employees trust the management for keeping the promises made by them	1.88	2.12	2.78	2.26
Employees are confident that the organization has growth potential	2.66	2.90	3.56	3.04
Employees believe that the management follows policies and practices that serve combined interests of both employees and the organization	2.16	2.40	3.06	2.54
Management is competent enough to lead the organization towards prosperity	3.61	3.95	4.11	3.89
Employees believe that the supervisors never act opportunistically or exploit them	3.03	3.27	3.93	3.41
Management respects each employee's ability and knowledge of the job	2.50	2.74	3.40	2.88
Most of co-employees would perform their duty sincerely without supervision	1.62	1.86	2.22	1.90
Employees have full confidence in the competencies of their co-employees	3.92	4.16	4.22	4.10
Average	2.67	2.93	3.41	3.00

Source: Computed from primary data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Variation due to employees' attitudes	12.46605	7	1.780864	86.72035	2.764199
Variation due to industry size wise	2.2477	2	1.12385	54.72661	3.738892
Error	0.2875	14	0.020536		
Total	15.00125	23			

Data presented in table 9 indicate the industry size wise respondents' rating on employees' attitudes. It could be noted that out of the 8 indicators of employees attitudes, the respondents rate the employees have full confidence in their competencies with co-employees is the first level attitude and it is evident from their secured a mean score of 4.10 on a 5 point rating scale. The organization management is competent enough to lead the organization towards prosperity is rated at second level employees attitude and it is estimated from the respondents' secured a mean score of 3.89 on a 5 point rating scale. The respondents' rate the employees believe that the supervisors never act opportunistically or exploit them is the third level employees' attitude. It is evident from their secured a mean score of 3.41 on a 5 point rating scale. The respondents rank the fourth level employees attitude by citing the fact that the employees are confident that the organization has growth potential and it is observed from the respondents' secured a mean score of 3.04 on a 5 point rating scale. Management respects each employee's ability and knowledge of the job is rated at fifth level attitude and it could be known from the respondents' secured a mean score of 2.88 on a 5 point rating scale. The respondents' rate the employees believe that the management follows policies and practices that serve combined interests of both employees and the organization is the rated sixth level employees' attitude and it is revealed from their secured a mean score of 2.54 on a 5 point rating scale. Employees trust the management for keeping the promises made by them is rated at seventh level employees attitude and it is observed from the respondents' secured a mean score of 2.26 on a 5 point rating scale. The respondents' rate the most of co-employees would perform their duty sincerely without supervision is the rated eighth level employees attitude and it is revealed from their secured a mean score of 1.90 on a 5 point rating scale.

The large size industry group respondents' rank the first position in their overall rated indicators of employees attitudes towards their organization as per their secured a mean score of 3.41 on a 5 point rating scale. The medium size industry group respondents' record the second position in their overall rated indicators of employees' attitudes towards their organization as per their secured a mean score of 2.93 on a 5 point rating scale. The small size industry group respondents' come down to the last position in their overall rated indicators of employees' attitudes towards their organization and it is estimated from their secured a mean score of 2.67 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 86.72 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of employees' attitudes is statistically identified as significant. In another point, the computed anova value 54.72 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the size of industry is statistically identified as significant as per the respondents expressed indicators of employees' attitudes.

Table 10 Length of Service Wise Respondents' Rating on Employee Attitudes towards their Organization

Variables	Below 5 years	5-10 years	10-15 years	15-20 years	20-25 years	Mean
Employees trust the management for keeping the promises made by them.	1.82	2.03	2.35	2.47	2.63	2.26
Employees are confident that the organization has growth potential.	2.60	2.81	3.13	3.25	3.41	3.04
Employees believe that the management follows policies and practices that serve combined interests of both employees and the organization.	2.10	2.31	2.63	2.75	2.91	2.54
Management is competent enough to lead the organization towards prosperity.	3.55	3.66	3.98	4.10	4.16	3.89
Employees believe that the supervisors never act opportunistically or exploit them.	2.97	3.18	3.50	3.62	3.78	3.41
Management respects each employee's ability and knowledge of the job.	2.44	2.65	2.97	3.09	3.25	2.88
Most of co-employees would perform their duty sincerely without supervision.	1.61	1.67	1.89	2.11	2.23	1.90
Employees have full confidence in the competencies of their co-employees.	3.76	4.07	4.19	4.21	4.27	4.10
Average	2.61	2.80	3.08	3.20	3.33	3.00

Source: Computed from primary data

ANOVA

Source of Variation	SS	df	MS	F	F crit
Variation due to employees' attitudes	20.75472	7	2.96496	710.6563	2.35926
Variation due to industry size wise	2.81046	4	0.702615	168.4063	2.714076
Error	0.11682	28	0.004172		
Total	23.682	39			

Data presented in table 10 indicate the length of service wise respondents' rating on employees' attitudes towards their organization. The respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of employees attitudes towards their organization as per their secured a mean score of 3.33 on a 5 point rating scale. The respondents come under the length of service group in the range of 15-20 years register the second position in their overall rated indicators of employees' attitudes in their organization as per their secured a mean score of 3.20 on a 5 point rating scale. The respondents included in the length of service group 10-15 years occupy the third position in their overall rated indicators of employees attitudes towards their organization as per their secured a mean score of 3.08 on a 5 point rating scale. The respondents belong to the 5-10 length of service group hold the fourth position in their overall rated indicators of employees attitudes towards their organization as per their secured a mean score of 2.80 on a 5 point rating scale. The respondents observed below 5 years length of service group turn down to last position in their overall rated indicators of employees' attitudes towards their organization as per their secured a mean score of 2.61 on a 5 point rating scale.

The anova two way model is applied for further discussion. The computed anova value 710.65 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of employees' attitudes towards their organization is statistically identified as significant. In another point, the computed anova value 168.40 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the working experience groups is statistically identified as significant as per the respondents rated indicators of employees' attitudes.

Table 11 Education Wise Respondents' Rating on Employee Attitudes towards their Organization

Variables	Secondary	Higher secondary	Diploma	Under graduate	Post graduate	Mean
Employees trust the management for keeping the promises made by them.	1.70	1.91	2.23	2.65	2.81	2.26
Employees are confident that the organization has growth potential.	2.48	2.69	3.01	3.43	3.59	3.04
Employees believe that the management follows policies and practices that serve combined interests of both employees and the organization.	1.98	2.19	2.51	2.93	3.09	2.54
Management is competent enough to lead the organization towards prosperity.	3.53	3.74	3.96	4.08	4.14	3.89
Employees believe that the supervisors never act opportunistically or exploit them.	2.85	3.06	3.38	3.80	3.96	3.41
Management respects each employee's ability and knowledge of the job.	2.32	2.53	2.85	3.27	3.43	2.88
Most of co-employees would perform their duty sincerely without supervision.	1.64	1.75	1.77	2.09	2.25	1.90
Employees have full confidence in the competencies of their co-employees.	3.84	4.06	4.17	4.19	4.25	4.10
Average	2.54	2.74	2.99	3.31	3.44	3.00

Source: Computed from primary data

ANOVA					
Source of Variation	SS	df	MS	F	F crit
Variation due to employees' attitudes	20.79872	7	2.971245	143.6078	2.35926
Variation due to educational status	4.50456	4	1.12614	54.42919	2.714076
Error	0.57932	28	0.02069		
Total	25.8826	39			

Table 11 reveals data on the education wise respondents' rating on indicators of employees' attitudes. The post graduate degree level educated respondents rank the first position in their overall rated indicators of employees' attitudes towards their organization as per their secured a mean score of 3.44 on a 5 point rating scale. The under graduate degree level educated respondents record the second position in their overall rated indicators of employees attitudes towards their organization as per their secured a mean score of 3.31 on a 5 point rating scale. The diploma level educated respondents register the third position in their overall rated indicators of employees' attitudes towards their organization as per their secured a mean score of 2.99 on a 5 point rating scale. The higher secondary level educated respondents hold the fourth position in their overall rated indicators of employees' attitudes towards their organization as per their secured a mean score of 2.74 on a 5 point rating scale. The secondary

level educated respondents turn down to last position in their overall rated indicators of employees' attitudes towards their organization as per their secured a mean score of 2.54 on a 5 point rating scale.

The anova two ways model is applied for further discussion. The computed anova value 143.60 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the indicators of employees' attitudes towards their organization is statistically identified as significant. In another point, the computed anova value 54.42 is greater than its tabulated value at 5 percent level significance. Hence, the variation among the educational status is statistically identified as significant as per the respondents rated indicators of employees' attitudes in their organization.

Table 12 Gender Wise Respondents' Rating on Employee Attitudes towards their Organization

Variables	Male	Female	Mean
Employees trust the management for keeping the promises made by them.	2.55	1.97	2.26
Employees are confident that the organization has growth potential.	3.33	2.75	3.04
Employees believe that the management follows policies and practices that serve combined interests of both employees and the organization.	2.83	2.25	2.54
Management is competent enough to lead the organization towards prosperity.	4.18	3.60	3.89
Employees believe that the supervisors never act opportunistically or exploit them.	3.70	3.12	3.41
Management respects each employee's ability and knowledge of the job.	3.17	2.59	2.88
Most of co-employees would perform their duty sincerely without supervision.	2.09	1.71	1.90
Employees have full confidence in the competencies of their co-employees.	4.27	3.93	4.10
Average	3.27	2.74	3.00

Source: Computed from primary data

t statistical value 14.50, df 7, t critical value 1.77

Table 12 shows data on the sex wise respondents' rating on employees' attitudes. The male respondents' rank the first positions in their overall rated indicators of employees' attitudes in their organization as per their secured a mean score of 3.27 on a 5 point rating scale. The female respondents' hold the second position in their overall rated indicators of employees' attitudes in their organization and it is estimated from their secured a mean score of 2.74 on a 5 point rating scale.

The t test is applied for further discussion. The computed t value 14.50 is greater than its tabulated value at 5 per cent level significance. Hence, there is a significant difference between male respondents' and female respondents' in their overall rated indicators of employees' attitudes.

Conclusion

It could be seen clearly from the above discussion that the respondents' rate the high level perceived organizational support by citing the indicators that each employee is treated with genuine respect, the organization cares employees' general satisfaction at work and organization cares about employees opinions as per their secured a mean score above 3.50 on a 5 point rating scale. The respondents' report the moderate level organizational support by stating the facts that organization does not ignore complaints received from its employees and organization duly supports its employees facing any problem as per their secured a mean score in the range of 2.50 to 3.50 on a 5 point rating scale. The respondents' rate the low level perceived organizational supports by indicating the facts that the company values employees contribution to its well being and the company strongly considers employees goals and values as per their secured a mean score below 2.50 on a 5 point rating scale. It could be observed that the large size industry group respondents' rank the first position in their rated overall indicators of perceived organizational support, medium size industry group respondents' the second and small size industry respondents' the last.

The result of length of service wise analysis reveals that the respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of perceived organizational support in their organization, respondents come under the 15-20 years length of service group the second, respondents identified in the 10-15 years length of service group the third, respondents come under the 5-10 years length of service group the fourth and respondents observed below 5 years length of service group the last. The result of education wise analysis reveals that the post graduate degree level educated respondents rank the first position in their overall rated indicators of perceived organizational support in their organization, under graduate degree holder respondents the second, diploma level educated respondents the third, higher secondary level educated respondents the fourth and secondary level educated respondents the last. The result of gender wise analysis reveals that the female respondents lag behind the male respondents in their overall rated indicators of perceived organizational support in their organization.

The findings of respondents rating on attitudes towards organization indicate the following facts. The respondents' rate the high level employees' attitudes towards their organization by citing the indicators that employees have full confidence in their competencies with co-employees and management is competent enough to lead the organization towards prosperity as per their secured a mean score above 3.50 on a 5 point rating scale. The respondents' possess the moderate level attitudes towards their organization by stating the facts that employees believe that the supervisors never act opportunistically or exploit them,

employees are confident that the organization has growth potential, management respects each employee's ability and knowledge of the job and employees believe that the management follows policies and practices that serve combined interests of both employees and the organization as per their secured a mean score in the range of 2.50 to 3.50 on a 5 point rating scale. The respondents' rate the low level employees attitudes towards their organization by indicating the facts that employees trust the management for keeping the promises made by them and most of co-employees would perform their duty sincerely without supervision as per their secured a mean score below 2.50 on a 5 point rating scale. It could be observed that the large size industry group respondents' rank the first position in their rated overall indicators of employees attitudes towards their organization, medium size industry group respondents' the second and small size industry group respondents' the last.

The result of length of service wise analysis reveals that the respondents belong to the 20-25 years length of service group rank the first position in their overall rated indicators of employees attitudes towards their organization, respondents come under the 15-20 years length of service group the second, respondents identified in the 10-15 years length of service group the third, respondents come under the 5-10 years length of service group the fourth and respondents observed below 5 years length of service group the last. The result of education wise analysis reveals that the post graduate degree level educated respondents rank the first position in their overall rated indicators of employees towards their organization, under graduate degree holder respondents the second, diploma level educated respondents the third, higher secondary level educated respondents the fourth and secondary level educated respondents the last. The result of gender wise analysis reveals that the female respondents lag behind the male respondents in their overall rated indicators of employees' attitudes in their organization.

Suggestions

1. The management should create a positive attitude towards workers participation in organizational activities.
2. The management should provide adequate opportunities to the workers to show their skills and abilities
3. The management should motivate the workers' innovative ideas and values towards enhancing the organizational productivity
4. The workers should be given incentives and rewards according to their skills and abilities reflected during the production process
5. The management should maintain a cordial relationship with workers towards enhancing their job involvement

End Notes

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