A STUDY ON THE RELATIONSHIP OF POSITIVE ATTITUDES TOWARDS EMPLOYEE IN A MULTINATIONAL COMPANY

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To APPA who taught me well

To AMMA for her love

To SHAMKUMAR, USHA and YUGNESWARI for always being there

To GUNASEGARAN for his support

To all who made this dissertation possible

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ABSTRAK

Semua organisasi tidak kira besar ataupun kecil masing masing menpunyai beberapa persaaman. Mahupon organisasi multinational dengan beribu pekerja ataupun organisasi yang mengaji kurang 50 pekerja mula mempercayai bahawa pekerja yang mempunyai sikap yang positif merupakan tulang belakang untuk memperkukuhkan kedudukan organisasi. Matlamat kajian ini adalah untuk perhubungan di antara sikap positif (motivasi, ketaatan, ketepatan masa dan kepercayaan diri) dengan sikap pekerja yang produktif (kebolehan expressi, innovatif, kebolehen untuk berjenaka dan kebolehan mengetuai). Data telah dikutip daripada 160 pekerja di sebuah organisasi multinational untuk mengkaji hubungan di antara sikap positif dengan sikap pekerja yang produktif. Empat hipotesis utama telah dibentangkan bagi mencapai objektif kajian ini. Dalam menentukan hubungan antara sikap positif dengan pekerja produktif, kajian telah membuktikan bahawa motivasi dalaman, ketepatan masa dalaman, faedah dan ketaatan, dan kepercayaan diri rasmi mempunya hubungan negatif dengan kebolehan expressi and berjenaka. Walau bagaimanapun, kebolehan expressi and berjenaka mempunyai hubungan positif dengan ketaatan masa luaran. Untuk pembolehubah innovatif, kajian ini mendapati hubungan dengan ketepatan masa luaran. Manakala untuk pembolehubah kebolehan mengetuai, ketaatan and keterlibatan dan kepercayaan diri rasmi mempunyai hubungan positif. Penemuan ini menekankan bahawa bergantung kepada keadaan organisasi dan kerja, sikap positif yang dibincangkan mempunyai impak yang berlainan. Kepimpinan dengan bantuan kumpulan sumber manusia, perlu merangka program yang bersesuaian untuk memupuk sikap positif yang kemudian akan meningkatkan pretasi dan daya produksi pekerja.

ABSTRACT

All business, no matter how large or small has more than a few things in common. Both corporate conglomerates with thousands of workers and the business that employs fewer than 50 have the same competitive advantage, people. Many business executives and owners are beginning to realize that the only true sustaining competitive advantage they can hope to achieve is through their people. The purpose of present study is to determine the relationship of positive attitudes (motivation, organizational commitment, punctuality and self confidence) and productive employee attitudes (fluency of expression, innovation, sense of humour and leadership). Data was collected from 160 respondents to study the relationship between positive attitudes and productive employee. Four main hypotheses were formulated in order to achieve the objectives of the study. In examining the relationship between positive attitudes with productive employee, it was found that internal motivation, internal punctuality, benefit and organizational commitment and official self confidence are negatively related with sense of humour and fluency of expression. However sense of humour and fluency of expression has positive relationship with external punctuality. For innovation variable, the present study found the relationship with external punctuality. For leadership variable, involvement and organizational commitment and official self confidence have a significant positive relationship. The findings highlight that depending on the organization nature and employees work nature, the impact of the discussed positive attitudes varies. Management with help from human resource team will need to plan and design programs to enhance these attitudes to increase performance of and productivity of the employees.

CHAPTER 1

INTRODUCTION

1.1. Introduction

This chapter introduces the research outline of the study on a multinational company (MNC), focusing on Information Technology (IT) department employees. This chapter illustrates the background of the study, problem statement, research objectives, research questions, and significance of the study and organization of remaining chapters.

1.2. Background

In age of globalize world, we are no longer talking about "Capital" and "Labor", the focus is more on "Productivity" and "Labor". Increasing productivity is the major goal of every successful organization, be it private or public, service or manufacturing. According to Schneider, Paul, Smith & Salvaggio (2003), scholars such as Argyris (1957), Likert (1961), and McGregor (1960) anticipated that the way employees experience their work world would be reflected in organizational effectiveness. In order to achieve this goal, the organization has to depend to a large extent on both hidden and evident attitudes of its members. The stealthy attitudes of organizational members refer to such psychological phenomena and other related attitudes and beliefs. The evident attitudes refer to directly observable behaviors such as absenteeism and tardiness. It is the task of organization to identify these attitudes and establish specific causal relationships between these attitudes and productivity.

It is conventional wisdom that employees with a "good attitude" are more productive. The key to productivity of an entire organization rests in the attitude of the employees. Studies by the WHO (World Health Organization) reveal that knowledge and intelligence contribute just about 8% to 10% respectively to success. The element of luck is only 2%. But life skills, or soft skills, emerge as the single most determining factor accounting for about 80% for individual success and well-being. Life skills refer to behavior changes. A behavior development approach is designed to address a balance in three areas – knowledge, attitude and skills.

Shahreen Kamaluddin founder and executive chairman of Personal Empowerment Training & Consulting Sdn Bhd, briefly explained in an interview to TheStar - Biz Week column (Aug, 2007) that the management's biggest grouse is that employees are perennially complaining, not receptive to change and are hard to satisfy but expect wage increases and more benefits. On the other hand, the staffs complain about weak leadership, and hold the notion that employers are self-centered. Such a situation often brings about an environment of despondence where staffs are demoralized. She also explains where the best employee of the company may perform less for lack of attitude and behavioral skills. Therefore the need of imparting and developing soft skills in employees plays a critical role to have the problem solved and grew the company to a higher level. The personal needs of the individual have to be addressed in order to get a high productivity output.

Human capital or labor is increasingly critical to organizational effectiveness. Thus, recruiting, developing, and managing employees can be an important source of

competitive advantage if it is managed and organized in a way that leads to higher productivity.

1.3. Problem Statement

It is hardly a secret that the world has entered an economic era in which changes is the only constant. Remaining competitive in today's global marketplace is an increasingly difficult task. Survival is no longer guaranteed in any industry. Whereas geographic location once ensured a certain degree of stability and success, is simply no longer the case. The stakes are higher. The odds are increasingly stacked against any company which lacks the ability to aggressively respond to a rapidly changing economic environment. One of the most effective ways to ensure company agility is through development and implementation of employee training program.

In spite of arguments about how important attitude is to the growth process, few dispute the idea that organizations with more skill employees are generally more productive than those with lower amounts of skill employees. The issue of generating better productivity is actually people-oriented. While employers can teach people to do a job and provide in-service training so employees can update their skills, they cannot mentor, teach, or coach employees to have a positive attitude.

Hence the study would investigate the relationship of positive attitudes of an employee and productivity from the employee's perspective.

1.4. Research Objectives

The primary objective of this study is to examine which attitude should be focused during recruiting an employee in order to find a productive employee.

1.5. Research Questions

To achieve the objectives mentioned above, this study will try to answer the following research questions:

- To determine right attitude in the recruitment criteria towards labor performance and organizational growth.

- To determine whether there is any significant relationship between attitudes towards implementing productivity.

1.6. Definition of Key Terms

In this study, we will discuss the relationship of positive attitudes and productive employee. Independent variables of this study are grouped under positive attitudes. Hitt, Miller and Corella (2006) defined attitude as a persistent tendency to feel and behave in favorable or unfavorable way toward a specific person, object or idea.

The study will focus on the effect of the attitudes such as such as motivation, organizational commitment, punctuality and self confidence on productive employee.

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- **Motivation**

  Motivation is process that account for an individual's intensity, direction and persistence of effort toward attaining a goal (Robbins, 2003). A person who is motivated wants to do well, he or she wants to do a good job and get ahead. He or she will take pride in his or her work.

- **Organizational Commitment**

  Organizational commitment is defined either as an employee attitude or as a force that binds an employee to an organization. (Scholl, 1981)

- **Punctuality**

  Punctuality is defined as capability of dissimilar persons to exchange some words and manage on time (Basu and Weibull, 2002)

- **Self Confidence**

  Self confidence is defined as attitude of approval or disapproval which indicates the degree to which the individual believes self to be capable and successful (Coopersmith, 1967)

Dependent variable of this study will be divided into two groups: internal and external. Internal dependent variable will cover fluency of expression and sense of humor, where else external dependent variable will focus on leadership and innovation.

- **Fluency of Expression**

  Fluency of expression reflects as pervasive and powerful role of language and communication in human society. Cylne (1994) mentioned communication is an instrument of action and Searle (1969) defined speech acts as directives, imperatives and requests.

- **Sense of Humor**

  Humor is defined as any communication that results in mirth or hilarity (Smith, Harrington, & Neck, 2000). Hence, *sense of humor* is defined as the trait of appreciating or being able to express the humorous (Dictionary.com, 2008). This can be illustrated by the ability of the candidate to go through life's ups and downs and still keep a smile. By talking to the candidates about the different challenges they have faced, could give us a clue about the candidates.

- **Leadership**

  Leadership is defined as process of providing direction and influencing individuals or groups to achieve goals (Hitt, Miller & Colella, 2006).

- **Innovation**

  Innovation is treated as implementation of ideas that generated from creative action (Damanpour, 1991). Innovation is at times taken to exemplify both the generation and implementation of ideas (Van de Ven, 1986). Innovation is

defined as an idea, practice, or object that is perceived as new by an individual or other unit of adoption and by its nature, creates changes (Rogers, 1983).

1.7. Significance of Study

In general, the present study attempts to highlight the importance of positive attitudes (motivation, organizational commitment, self confidence and punctuality) on productivity among employees in organizations. This result of the study would play a role in identifying critical attitudes from recruitment criteria and the importance of implementing it in the organization.

Focusing on MNC organizations, this study would be able to study the recruiting outcome and continues commitment of the organization to retain the resource. This research may be used by resource managers when conducting recruiting process in searching and hiring productive resource with good attitude.

1.8. Organization of Remaining Chapter

Chapter 1 renders an overview of the present study. The purpose and the research objective have been put forth to steer the direction of the present study. The importance of present study is addressed to provide readers the rationale of conducting the study.

In Chapter 2, literature review on the dependent variable and independent variable are presented. It forms the backbones of the present study and helps to develop the theoretical framework.

Chapter 3 illustrates the methodology applied in the present study which encompasses the sample collected, measurements and the statistical analyses.

Chapter 4 then presents the results of the statistical analyses for the data that collected and the findings are encapsulated form the analyses.

Finally Chapter 5 provides discussion and implications of the present study's findings. It also highlights the limitations of the present study and proposes some suggestions for future research. Lastly, conclusion will be penned to wrap up this research.

CHAPTER 2

LITERATURE REVIEW

2.1. Introduction

This literature review would contribute towards better understanding of the independent variables and the dependent variable which is closely related to the development of the study on an investigation of the relationship of positive attitudes towards productive employee. The literature review would oversee the factors involved to create enlargement towards the study and guide towards the preceding investigation.

2.2. What is attitude?

According to Azjen (1998), attitude refers to latent, hypothetical constructs that manifest themselves in variety of observable responses where the responses are evaluative in nature and they are directed at a given object or target. Attitude of an individual is mainly result of social learning from the environment. Attitude comes from judgements. The three steps that develop attitude are called ABC (affect, behavioural, and Cognition) the affective response is desire. It is the psychological response that expresses an individual's preference for an entity. The behavioural intention is a verbal indication of the intention of an individual. The cognitive response is a cognitive evaluation of the entity to form an attitude. There is a link between attitude and behaviour depending on attitude specificity, attitude relevance, social constraints and personality.

2.3.   Dependent Variable: Productive Employee

According Thomas (1994), workers productivity frequently defined as hours of work divided by units of work accomplished by the individual. However, workers productivity depends on a certain extent of various factors as supervision, organization conditions, management styles, motivation, workers competence, and many other factors. Workers productivity is a key factor contributing to the failure of many contracting organizations to achieve their goals which most importantly is the profitability.

2.3.1.   Fluency of Expression

Fluency of expression is important for workers so that they can function effectively in workplace. It covers wide area, ranging from formal presentation to participation in teams and meetings. Literature indicates clearly that fluency of expression is an important aspect of the workplace and workers require effective skills in this domain if they are to be successful in their careers. Fluency of expression reflects as pervasive and powerful role of language and communication in human society.

As cited by Cylne (1994) communication is an instrument of action. Searle (1969) defined speech acts as directives, imperatives and requests. In workplace, employees' communication is shaped by differing cultural values and norms. This will result variation in preferred modes of interactions. Employees would need to be equipped with an understanding of these differences in order to navigate difficulties that may arise. Externally, the enlarged globalised nature of the business world impacts on communication processes. With many organizations now operating cross national

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boundaries, the need for the employees effectively express the needs without any miscommunication is important to complete given task without delay and increase the productivity. Employees work together as a team to achieve a common goal and effectively expressing the required tasks is important to achieve flexibility and remain competitive. As well as working from employees from diverse location, the teams or individual communicating with each other may also be cross functional meaning that team members must effectively express the desired need with each other so the task would be completed successfully.

Fluency of expression is an integrated tool and powerful in work place as it is in the societal life of humans. It is shaped by factors such as company's internal and external environment which in return influence management approaches and modes of work organization. Fluency of expression depends on the parties sharing background knowledge and assumptions and miscommunication can result decrease in performance and expectation on individual which indirectly impact productivity.

2.3.2. Sense of Humour

Smith, Harrington and Neck (2000) defined humour as any communication that results in laughter or mirth. Humour is distinct as quality that in a happening, an action, a situation or an expression of ideas which appeals to a sense of nonsensical or preposterously inappropriate. According to Clarke (2002), humour can increase a person's ability to cope, protect, ward off illness and become more productive. When applied in work place, humour is viewed as means to promote teamwork, reduce stress,

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stimulate creativity and improve communication, morale and productivity. Health professional suggests that maintaining a sense of humour can reduce personal stress and lower blood pressure; changes can be measured in physiological and psychological terms.

In an effort to improve working conditions and increase profits, many organizations are hiring consultants and instituting a variety of humour related programs in the workplace. Reported advantages to such programs include enhanced creativity, team spirit, motivation and morale, happier working relationships, increased productivity, better communication among workers, less absenteeism and stress. Humour helps employees adapt and cope with change and can better enable them to make their feelings and needs to unknown upper management. The humour skills required includes the ability to see the absurdity in difficult situations, the ability to take yourself lightly while taking your work seriously and a disciplined send of joy in being alive.

In Japan, the term Karoshi is applied to a condition in which psychologically unsteady work processes are allowed to continue in a way that disrupts the workers' normal work and life rhythms, leading to a build-up of exhaustion in the body and a chronic condition of overwork accompanies by a deterioration high blood pressure and hardening arteries, finally resulted in a fatal breakdown (Nishiyama& Johnson, 1997).

Rogers (2002) concluded that humour in workplace lower the levels of job stress and burnout and increases levels of job satisfaction and organization commitment. Thus humour at workplace reduces tension and stress and increases productivity.

But humour can also have a negative effect in workplace. Sarcastic or sexual humour used as power play or to challenge authority, belittle or humiliate an individual is not appropriate. Therefore, there must always be a moderation in introducing humour at workplace. However, encouraging humour in organization may be the cost efficient means of minimizing effects of stress and increasing productivity.

2.3.3. Leadership

Vecchio (1997) and Yuki (1994) defined leadership as the process by which one member of a group (leaders) influences other group members toward accomplishment of shared group goals. Fisher (1999) identified an irony regarding leadership in the sense that most professionals cannot lead, and they do not want to follow. Great leaders are even more in demand in modern times as society and technology becomes increasingly advanced. The turbulent business environment has created a need for leaders who can meet the demands and challenges of organizations.

Generally, leadership involves influencing other individuals to act towards the attainment of a goal or goals. Gerber, Nel and van Dyk (1996) for example define leadership as an interpersonal process through which a leader directs the activities of individuals or groups towards the purposeful pursuance of given objectives within a particular situation by means of communication. Rowden (2000) also define leadership

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as the behavior of an individual when that person is directing and coordinating the activities of a group toward the accomplishment of a shared goal.

Those who define leadership as an act include Bennis and Goldsmith (1994), who define leadership as what leaders do, such as acting with integrity and competence, interpreting reality, explaining the present and painting a picture of the future. Gardner (1990) defines leadership as the process of influencing the activities of an individual or a group in efforts toward goal achievement in a given situation.

Vecchio (1997) also describes leadership as a process through which leaders influence the attitudes, behaviors and values of others towards organizational goals. This was supported by Jacques and Clement (1994) when they defined leadership as a process in which one person sets the purpose or direction for others and gets them to move along together with him/her in that direction with competence and commitment.

Bass (1990) described three well known styles of leadership: laissez-faire, transactional, and transformational leadership. Transformational leaders encourage subordinates to adopt the organizational vision as their own, through inspiration, thus adopting a long-term perspective and focus on future needs. Transformational leaders tend to have a holistic perspective of organizational factors. Transactional leaders, on the other hand, identify and clarify job tasks for their subordinates and communicate how successful execution of those tasks will lead to receipt of desirable job rewards. Laissez-faire leaders abandon their responsibility leaving their subordinates to work relatively on their own and avoid making decisions.

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Leaders can contribute to an employee's desire to remain committed to the organization by inducing employee's trust and confidence in them. Bass (1990a) noted that the leadership research over the years has proved that loyalty is more powerful than tangible inducements. Price (1997) further suggests that employees are far more likely to be committed to the organization, if they have confidence in their leader.

2.3.4. Innovation

Arieti (1976), Barron (1969) and Golann (1963) posited that organizational creativity is the creation of a valuable, useful new product, service, idea, procedure, or process by individuals working together in a complex social system. It is, therefore, the commonly accepted definition of creative behaviour, or the products of such behaviour placed within an organizational context. The definition of organizational creativity as a subset of the broader domain of innovation. Innovation is then characterized to be a subset of an even broader construct of organizational change.

Although organizational change can include innovation, much of organizational change is not innovation. Similarly, even though creativity may produce the new product, service, idea, or process that is implemented through innovation as cited by Amabile (1988), innovation can also include the adaptation of pre-existing products or processes, or those created outside of the organization. While the concept of innovation as involving both the generation and the implementation of ideas is not a new these theoretical suggestions have mostly gone unheeded in empirical tests of innovation.

Bunce & West (1994), Damanpour (1991), and West (1987) mentioned that most operationalizations of innovation involve measuring only successful implementations of ideas. While the behaviours measured by these operationalizations may implicitly require some form of idea generation, only explicit measurement of each stage will enable us to capture the true picture. Schumpeter (1939, 1942) formulate theory of innovation as an isolated act of individual entrepreneur-innovator are those who discover new, commercially untried ideas and introduces them on the market, and creates new firms, industries and markets.

Organizations innovate to increase their productivity and profitability. The outcome of innovations should be observable in employee organizational commitment, motivation and punctuality. Therefore, innovations are launched with the expectation of increased profitability and improved productivity.

2.4. Independent Variable: Positive Attitudes

Successful organizations know how to balance their employee's careers with an enhanced lifestyle to create positive attitudes throughout the workforce. By offering excellent environment benefits and enhances an employee's attitude towards their work and lead to increase of productivity and market value for both the organization and the individual dramatically. This session will be discussing several literatures pertaining to these variables.

2.4.1. *Motivation*

Valuable asset of any organizations is a motivated worker. Motivation is commonly driven by explicit purpose and goal. Motivation is the internal state of mind that drives and individual in realizing his goals. Motivation includes the forces, either external or internal to a person, that provoke keenness and determination to pursue a certain course of action. Motivation is primarily apprehensive with what energizes human behaviour, what directs or channels such behaviour, and how this behaviour is maintained or continual

According to Chauhan and Chauhan (2007), motivated behaviours are outcome of voluntary efforts driven by some invisible factors from within. Kreither (1995) defined motivation as the psychological process that gives behaviour purpose and direction where else Buford, Bedeian and Lindner (1995) describe motivation as a predisposition to behave in a purposive manner to achieve a specific unmet needs. On the other hand, Higgin (1994) defined motivation as an internal drive to satisfy an unsatisfied need.

Motivation is a key factor in keeping employees happy and to creating positive work spirituality indirectly help organization to survive. Research has proved that motivated employees are more productive. Depending on the level of motivation and competence of the employees, management need to take various initiatives in the process of goal setting, defining roles of employee, the style of leadership and deciding on the type of intervention to ensure that the employees contribute to organizational objective and improve productivity.

Motivated workers carve out the purpose of an organization, they capture opportunities provided by competitive world to improve productivity and provide long term vision to an organization and enable organization to achieve its goals.

2.4.2. *Organizational Commitment*

Scholl (1981) indicates loyalty or organizational commitment depends on the approach to commitment that one is adhering to. Accordingly, organisational commitment is defined either as an employee attitude or as a force that binds an employee to an organisation. According to Suliman and Isles (2000a), there are currently four main approaches to conceptualising and exploring organizational commitment.

There is the attitudinal approach, the behavioural approach, the normative approach and the multidimensional approach. Mowday, et al., 1979 define organizational commitment as the relative Zangaro, 2001 emphasizes the view that an employee continues with an employing organization because investments such as time spent in the organization, friendships formed within the organization and pension benefits, tie the employee to the organization. Thus an employee becomes committed to an organization because of "sunk costs" that are too costly to lose.

According to Becker (1960), employee commitment is continued association with an organization that occurs because of an employee's decision after evaluating the costs of leaving the organization. Scholl (1981) explains the attitudinal approach uses the concept of commitment to explain performance and membership, where else the

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behavioural school uses the concept of investments as a force that ties employees to organizations. Becker, Randall & Reigel (1995) argues that congruency between employee goals and values and organizational aims make the employee feel obligated to the organization. Meyer and Allen (1997) mentioned that the different components of commitment may have different consequences for work-related behaviour. For example, employees high in affective commitment demonstrate emotional attachment, identification with and involvement in the organization.

Meyer and Allen (1991) have extensively researched two types of organizational commitment namely affective commitment and continuance commitment. Affective commitment is defined as an affective or emotional attachment to the organization where else continuance commitment is tendency to engage in consistent lines of activity based on individual's recognition. Eisenberger et al. (1986) argued that employees who perceive high levels of organizational support are more likely to feel gratified to repay the organization in terms of affective commitment.

Literature shows high performing; loyal employees are most valuable to each organization. Employees feel much more involved, engaged and trusted when top management regularly shares the company's vision, mission, direction and important decisions with them. Employees who feel that their job is an important milestone along a rewarding career path are more motivated to perform well, engage in their work and invest in the welfare their company. Having the opportunity to share their thoughts and ideas and the authority to take decisions that relate directly to their roles are great boosters for both self esteem and job loyalty. Being positively challenged everyday:

Believing in your employees' capabilities and setting high standards for them to meet is key to elevating motivation levels and positive feelings about their jobs.

2.4.3. Punctuality

Basu and Weibull (2002) defined punctuality or ability of different individuals to exchange some words and then coordinate on time as crucial ingredient of modern life and progress. Social psychologists on the other hand often think of punctuality as cultural trait that is shared by the individuals in a certain group i.e. social class, region or community. Zerubavel (1982) and Durkheim and Clayman (1989) state punctuality is most essential parameters of the social world and human activities should be coordinated in time. Literature shows that the cause of punctuality seems to have treated punctuality as matter of preference or person's innate behaviour trait.

Dudycha (1938) empirical study shows punctuality prompted by attitudes towards punctuality which is reflected in a person's early training in school or at home. Richard and Slane (1990) concluded that a person's punctuality style is a persistence personality characteristics and a trait that correlates with a person's innate anxiety level. Literature also recognized that punctuality is not entirely an idiosyncratic individual trait however a characteristics that often exhibits systematic variation across group.

2.4.4. Self Confidence

In the history of psychology, the maintenance and enhancement of self-esteem has been identified as an essential human notion. Understanding the process of self-identification and the nature of self-knowledge is crucial to studies of motivation, aspect, and social interactions. In an organization, self-confidence is widely regarded as a valuable individual asset. Seligman (1975, 1990) emphasized in today's world, an enormous "selfhelp" industry nourishes, a sizable part of which purports to help people improve their self-esteem, shed "learned helplessness" and reap the benefits of "learned optimism. Psychologists' experts in human resource management and sociologists have long emphasized the central role played by self–esteem and self–perception in personal motivation and social interactions.

Coopersmith (1967) explains self confidence as an attitude of approval or disapproval which indicates the extent to which the individual believes self to be capable, significant and successful. He also mentioned that the development of such attitude and beliefs involves both cognitive and affective process that a person must engage in an act of self identification as well as form a mental assessment of self perceived level. People are quite capable at drawing inferences about their self from others' behaviour, and at analyzing the impact of their own actions on others' feelings.
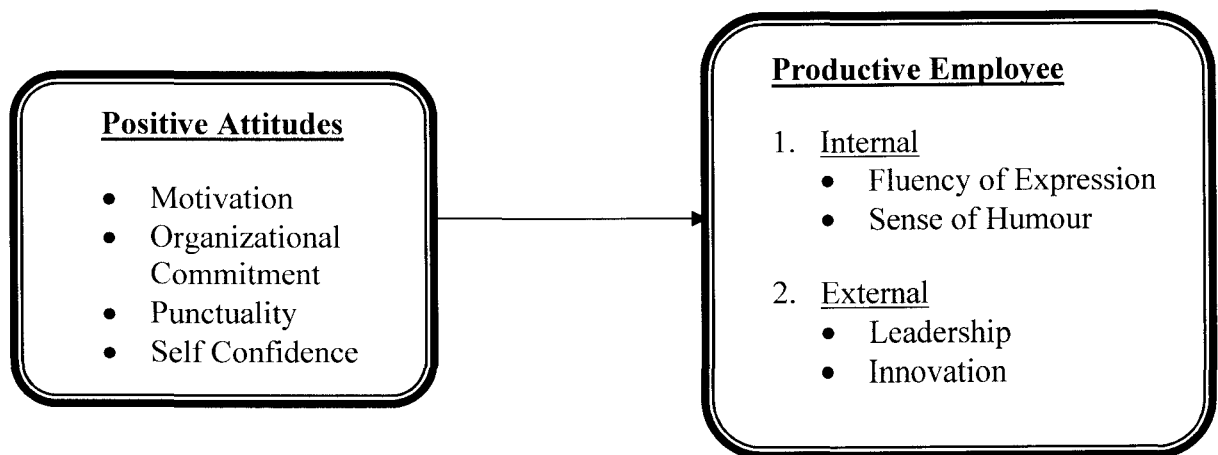
Findings has shown that variation in self confidence across individual may be related systematically to a wide range of attitudinal and behaviour differences. As an example, according to Shrauger and Rosenberg (1970), Wells and Marwell (1976) and Weiss (1978) low self confidence individual as compared with high self confidence have

shown less effective under stress, more persuasiable, lack of initiative and confidence
and have depressed aspirations.

2.5. Theoretical Framework

The present study aims to expand our understanding on the relationship of positive attitudes to productive employees and examining the significance of various attitudes that are related to this study. The present study includes motivation, loyalty, punctuality and self confidence as independent variables; and fluency of expression, sense of humour, leadership and innovation as dependent variables.

Based on the literature review, the relationship of the independent variables which are positive attitudes and productive employees attitudes are depicted in Figure 1 below.

Positive Attitudes

- Motivation
- Organizational Commitment
- Punctuality
- Self Confidence

Productive Employee

1. Internal
   - Fluency of Expression
   - Sense of Humour

2. External
   - Leadership
   - Innovation

Figure 1 Theoretical Framework

Theory of Reason Action developed by Martin Fishbein and Icek Ajzen (1975, 1980) is used as underlying theory for this research. The theory suggests that a person's behavioural intention depends on the person's attitude about the behaviour and subjective norms. Behavioural intention measures a person's relative strength of intention to perform a behaviour where else subjective norms is seen as combination of perceived expectations from relevant individuals intentions to comply with these expectations. Azjen and Fishbein (1975) further illiterate that attitudes and norms are not weighted equally in predicting behaviour but depending on the individual and the situation thus the effect on behaviour also differs.

2.6. Hypotheses

Past studies suggest that positive attitudes namely motivation, loyalty, punctuality and self confidence to some extend has influence on productive employee.

Black and Forro (1999) said humour at workplace is the key to control stress, promoting good health and encouraging positive work relationship where it creates more productive and creative employee. Many empirical studies have shown that humour support and increases job productivity. A study of 36 female employees by Fry (1995) showed that women with high sense of humour score had higher self confidence and suffered less burnout on the job than their low humour peers. Sense of humour helped to protect them from burnout and loss of self confidence. Rogers (2002) conducted a study in an Australian industry of 2500 employees and concluded that fun working environment would make employees more productive. He also concluded that

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employees in fun working environment express lower levels of stress and burnout and higher level of productivity and organizational commitment.

Mumford, Zaccaro, Harding, Jacobs and Fleishman (2000) argued leadership can be understood in terms of awareness, problem solving skills, solution, edifice skills, and social judgment needed to solve organizational problems. Leaders must define major problems, gather information, devise ideas and compare prototype plans for solving the problem. These composite, creative problem solving skills imply a need for proficiency bearing on both the nature of the problem and the particular kind of leadership role at hand. Galbraith (1977) mentioned motivation in the workplace results when leaders create an environment that brings out the best in people as they achieve and receive individual, group, and system-wide rewards. It refers to those desires that, coupled with expectation of reward contingent on performance, because the individual to exert effort above minimum levels be spontaneous, and exhibit exploratory/cooperative behaviours.

Ambile (1988) posited that motivation and creativity personality related to both idea generation and innovation. Innovation is a process that includes both generating ideas and taking action to implement them. Sternberg, Kaufman and Pretz (2003) pointed out that innovation depends on motivation. Strenberg et al. argued that motivation to innovate and the kind of innovation they are willing to pursue depends on the strategic choice that made by leaders based on the organization need. Mumford et al. (2002) porpoise that innovative people when given appropriate work, will by virtue of curiosity and achievement motivation, tend to be intrinsically motivated. The extant