
Expectations Come True: A Study of Pygmalion Effect on the Performance of Employees

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Theory of Pygmalion effect explains how others' expectations about us affect our self-concept and influence our behavior. The verbal and non-verbal messages and strokes, which we receive from significant people in our lives (significant others) influence our self-concept and determine our behavior. This concept can be used as a management tool for increasing the confidence and motivation of employees and thereby enhances the employee productivity.

The study was conducted in The Kerala Minerals and Metals Limited (KMML) formerly known as F.X. Pereira & Sons Ltd., which is a Government of Kerala undertaking. KMML is the world's first fully integrated smallest Titanium Dioxide plant.

The main objective of the study was to assess the positive signs given by the superiors to the subordinates. The secondary objective was to identify the factors that lead to the employees' effectiveness and efficiency. The study was conducted among 150 employees of KMML from different levels of the organization like the skilled workers, first line supervisors and office staff.

Factors like non-verbal and verbal messages, opportunities for self-development, receiving feedback from superiors, etc, play a major role in the positive attitudinal behavior of the employees. It has also been found that only 37% of the respondents get emotional support from their superiors.

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Introduction

The term Self-Fulfilling Prophecy, or SFP as it is popularly known (Merton, 1948) suggests that whatever one holds in one's mind (even subconsciously) tends to occur in one's life. It explains how a belief or an expectation will affect the way a person will behave in a way that confirms the belief or expectation. An expectation when created is communicated to another person, from whom the desired behavior is expected. Then the person is treated according to the expectation and finally the expectation comes true. Self-fulfilling prophecy is a circular feedback between expectations, actions and results. At some point, it might be felt that SFP is a negative concept. However, SFPs need not always be negative. It can be used to create positive and constructive messages instilling a positive self-concept. The power of self-fulfilling prophecy is thus enhanced by social interactions and it has a powerful effect on our behavior.

In a public sector company like KMML, this concept can be applied and is beneficial to the employees. It helps the organization to stick to certain types of desired behaviors. It also helps to apply conditions that are beyond equilibrium, so that the status quo is disrupted.

Theoretical Background

Self-fulfilling prophecy explains how a belief or expectation, whether correct or not, affects the result of a situation or the way a person will behave, in a manner that confirms the expectations.

According to the Edgeware Glossary "In a social system, a self-fulfilling prophecy is a vicious circle that takes place when an expectation (prophecy, belief and mental model) leads to actions culminating in results that serve to confirm the validity of the original expectation."

There are two types of self-fulfilling prophecies. The first type is the Pygmalion Effect. We have expectations about someone. We then treat them according to our expectations of them. How we treat them causes them to act according to our expectations.

The second type of self-fulfilling prophecy is where people autonomously change their behavior to agree to a prophecy. Self-fulfilling prophecies serve to keep out information that is contradictory to the original expectations working on the system. The circular feedback between expectation, actions and results can serve to keep organizations locked to particular types of behavior.

The concept of self-fulfilling prophecy was developed by Robert Merton, a Professor of Sociology at Columbia University. According to Merton, the phenomenon occurs when a "false definition of the situation evokes a new behavior which makes the original false conception come true."

This concept was demonstrated by Robert Rosenthal, a Professor of Social Psychology at Harvard in 1971. In an experiment with school children, he proved that not only did the children

believed to be bloomers improve their performance; the behavior of the teachers was also different towards the students from whom they had higher expectations.

Pygmalion Effect as a Management Concept

Pygmalion Effect is taught as a management concept in B-schools today. It can be well practiced in organizations. Since Pygmalion Effect yield we get what we expect, it logically follows that high expectations will lead to high performance; and low expectations to low performance. The assumptions that managers make about their employees will affect their expectations and treatment towards the employee. The reasons why ineffective managers set low expectations from their employees are:

- Theory X – Managers who believe that people have low motivation and ambition expect very little.
- Managers who want to be liked by their employees, fear creating resentment against themselves by setting demanding goals.
- Managers who fear they may not be able to achieve high goals.
- Managers who believe their employees are already overloaded and overworked.

Effective leaders and managers set 'stretch' goals, which may seem unrealistic

and demanding. These managers and leaders have great confidence in themselves and their people. Managers often predict the performance of their staff with precision and accuracy. Employees can tell exactly how their co-workers, bosses, and customers will act in certain situations.

Pygmalion Effect at Work

A performance review can be a good example of how Pygmalion Effect works. Performance reviews do not just tell us about the past performance, they also determine the future performance. A good performance review makes the employees perform well and feel positive and confident. Even a non-verbal gesture can convey the message of appreciation and acceptance. Thus it's not just what one says, it's also the way one behaves.

The manager can therefore play a significant role in the success or failure of an employee through praise, criticism, feedback, etc. The implication of the Pygmalion Effect for leaders and managers is massive. It means that the performance of the team depends less on them than it does on the manager. The performance one gets from people is no more or less than what one expects: which means one must always expect the best.

Thus it can be concluded that positive expectations play a vital role in establishing an organization-wide Pygmalion Effect.

Literature Review

Sharma (2007) opines that there are four categories through which managers can communicate expectations and influence the success of subordinates:

- Climate - Managers create a supportive environment and develop well-performing employees.
- Input - Challenging assignments that provide opportunity to display exceptional performance are given to high-expectation employees.
- Output - High-expectation employees are allowed more freedom to express their view and opinions and are paid more attention.
- Feedback - Managers reinforce positive behavior through praise to high-expectation employees.

Thus managers play an important role in the success or failure of the employees through praise, feedback, etc.

According to Braggs there are two types of self-fulfilling prophecies. The first one is the Pygmalion Effect. Here, we have expectations about someone. We then treat them according to our expectations of them. The other one is where people change their behavior to agree with a prophecy. By acting on their expectations, they create what they expect.

Garner conducted an experiment on newly admitted school children which explains the Pygmalion Effect. The

students were given ratings from “Excellent” to “Unlikely to do well” initially, without knowing their previous performance, these ratings were given to the teachers. At the end of the year, the students’ performance was compared and they performed well as they were expected to. This is the power of Self-Fulfilling Prophecy.

According to him, the implication of Pygmalion Effect for leaders and managers is massive. It means that the performance of a team depends less on them than it does on the manager. The performance the manager gets from people is no more or less than what he/she expects: which means the manager must always expect the best.

Objectives of the Study

The main objective of the study was to assess the positive signs given by the superiors to the subordinates. Secondary objective was to identify the factors that lead to the employees’ effectiveness and efficiency. The study was conducted among 150 employees of KMML from different levels of the organization like the skilled workers, first line supervisors and office staff.

Research Methodology

In this study, the primary data was collected using well designed questionnaires distributed to the employees and the secondary data was collected from the literature review of the topic taken for the study. The questionnaire has been prepared on the

basis of ten variables that were identified from the literature review as follow:

- Support through verbal and non-verbal messages.
- Positive encouragement.
- Constructive feedback.
- Challenging tasks.
- Opportunities to develop.
- Opportunities to voice one's opinion.
- More responsibility.
- More information.
- More praise for a task well done and emotional support for jobs not done well.

A sample of 150 employees was chosen from a population of about 2000 employees. The sampling technique used in the study was judgmental sampling.

The questionnaire was prepared based on the factors mentioned above and mainly two types of scaling techniques were used, that is, graphical scaling and Likert scaling techniques.

All the data were analyzed through cross tabulation. Likert scale has been used to measure the attitude of the employees towards the organization. Here a 5-point scale is used in which five is highest and 1 is lowest. Other statistical tools like regression analysis have also been used.

Analysis and Interpretation

The analysis of the data was done using the SPSS software package, along with Microsoft Excel. The main statistics used for the analysis were cross tabulation of age with different factors like challenging tasks, positive encouragement, and feedback from superiors, etc. Regression analysis was used to explain the variations in the dependent variable by the independent variables. Also, the Likert scale comparison was used to infer the attitude of the respondents towards the organization.

Table 1: Non-verbal and verbal messages from superiors

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25		1 50.0%		6 7.9%	1 1.7%
	26 to 35				20 26.3%	6 10.2%
	36-45	2 20.0%		1 33.3%	17 22.4%	22 37.3%
	46-55	8 80.0%	1 50.0%	2 66.7%	33 43.4%	30 50.8%
Total		10 6.7%	2 1.3%	3 2.0%	76 50.7%	59 39.3%

Table 1 shows the opinion of the respondents on non-verbal and verbal messages from the superiors. The opinion is mainly divided into strongly agree (39.3%) and agree (50.7%). Among those who have agreed, 43.4% is from the age group of 46-55. At the same time in the case of respondents who have strongly agreed is mainly found in the age group of 36-45. The disagreement is mainly noticed among the upper age groups. Therefore, there is enough non-verbal and verbal messages from superiors.

Table 2 shows the opinion of the respondents on non-verbal and verbal messages from the co-workers. It is clear from the table that the opinions strongly agree (35.3%) and agree (52%) are prominent. Among those who have agreed, 39.7% is from the age group of 46-55 years and among those who have strongly agreed is mainly found in the age group of 36-45. In this table, the disagreement is mainly noticed among the upper age group of 46-55 years (81.8%). This table indicates that there are non-verbal and verbal messages among co-workers.

Table 2: Non-verbal and verbal messages from co-workers

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25		1 25.0%		4 5.1%	3 5.7%
	26 to 35		2 50.0%		19 24.4%	5 9.4%
	36-45	2 18.2%		1 25.0%	24 30.8%	15 28.3%
	46-55	9 81.8%	1 25.0%	3 75.0%	31 39.7%	30 56.6%
Total		11 7.3%	4 2.7%	4 2.7%	78 52.0%	53 35.3%

Table 3 represents the viewpoint of the respondents on encouragement from superiors. As seen in the table, the main opinions revolve around strongly agree (36%) and agree (49.3%). It also indicates that among those who have agreed, almost 42% are from the age group of 46-55 years followed by those belonging

to the age group 36-45 years (27%). At the same time, those who have strongly agreed are mainly found in the age group of 46-55 (55.6%). In this table, the disagreement is mainly noticed among the upper age group of 46-55 years (77.8%). So, there is encouragement from superiors to their subordinates.

Table 3: Encouragement from superiors

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25			1 8.3%	5 6.8%	2 3.7%
	26 to 35		1 100.0%	1 8.3%	18 24.3%	6 11.1%
	36-45	2 22.2%		4 33.3%	20 27.0%	16 29.6%
	46-55	7 77.8%		6 50.0%	31 41.9%	30 55.6%
Total		9 6.0%	1 .7%	12 8.0%	74 49.3%	54 36.0%

Table 4 represents the viewpoint of the respondents on receiving feedback from superiors. As seen above, the opinion has been divided into strongly agree (34.7%) and agree (51.3%). It also be seen that amidst those who have agreed, 46.8% are from the age group of 46-55 years followed by those belonging to the age

group 36-45 years (27.3%). Similarly, those who have strongly agreed are mainly found in the elderly age group of 46-55 years (51.9%), followed by those between 36-45 years with 28.8%. It is evident that there is feedback from superiors.

Table 4: Feedback from superiors

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25			1 7.7%	6 7.8%	1 1.9%
	26 to 35			3 23.1%	14 18.2%	9 17.3%
	36-45	1 16.7%		5 38.5%	21 27.3%	15 28.8%
	46-55	5 83.3%	2 100.0%	4 30.8%	36 46.8%	27 51.9%
Total		6 4.0%	2 1.3%	13 8.7%	77 51.3%	52 34.7%

Table 5 shows the stance of the respondents on improvement based on feedback. Here, the main opinions revolve around strongly agree (36.7%) and agree (51.3%). Looking deep, it can be seen that among those who have agreed, almost 43% are from the age group of 46-55 years followed by those belonging to the age group 36-45 years

(21%). Likewise, those who have strongly agreed are mainly found in the age group of 46-55 (52.7%), followed by those in the middle age group of 36-45 years (29.1%). As the majority agrees to the opinion, it can be interpreted that the respondents are able to improve based on the feedback received.

Table 5: Improvement based on feedback

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25				6 7.8%	2 3.6%
	26 to 35			1 11.1%	17 22.1%	8 14.5%
	36-45	1 14.3%		4 44.4%	21 27.3%	16 29.1%
	46-55	6 85.7%	2 100.0%	4 44.4%	33 42.9%	29 52.7%
	Total	7 4.7%	2 1.3%	9 6.0%	77 51.3%	55 36.7%

Table 6 shows the position of the respondents on the readiness to take up challenges. Here, the main opinions appear to be moderate, focusing on strongly agree (40%) and agree (45.3%). It can be seen that among those who have agreed, 39.7% are from the age group of 46-55 years followed by those belonging to the age group of 36-45 years (33.8%). Also, those who have strongly agreed are mainly found in the age group of 46-55 (60%), followed by

those in the middle age group and younger age group of 36-45 years and 26-35 years respectively (16.7%). It can also be noted that the disagreement is mainly noticed among the upper age group of 46-55 years (60% among strongly disagreeing and 100% for disagreeing). It shows that the readiness to take up challenges is quite moderate.

Table 6: Readiness to take up challenges

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25				4 5.9%	4 6.7%
	26 to 35			2 18.2%	14 20.6%	10 16.7%
	36-45	4 40.0%		5 45.5%	23 33.8%	10 16.7%
	46-55	6 60.0%	1 100.0%	4 36.4%	27 39.7%	36 60.0%
	Total	10 6.7%	1 .7%	11 7.3%	68 45.3%	60 40.0%

Table 7 represents the standpoint of the respondents on the opportunities for self-development. Here, the main opinions are mainly divided into strongly agree (36%) and agree (51.3%). It can be seen that among those who have agreed, 34% are from the age group of 46-55 years followed by those belonging to the age

group of 36-45 years (23%). Also, those who have strongly agreed are mainly found in the age group of 46-55 (59.7%), followed by those in the middle age group and younger age group of 36-45 years (24.1%). So, it can be inferred that there are opportunities for self-development in the organization.

Table 7: Opportunities for self-development

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25				6 7.8%	2 3.7%
	26 to 35			2 20.0%	14 18.2%	10 18.5%
	36-45	2 28.6%		4 40.0%	23 29.9%	13 24.1%
	46-55	5 71.4%	2 100.0%	4 40.0%	34 44.2%	29 53.7%
	Total	7 4.7%	2 1.3%	10 6.7%	77 51.3%	54 36.0%

Table 8 represents the standpoint of the respondents on updating knowledge regularly. Out of the total respondents, 37.3% have strongly agreed to the opinion and 48.7% have agreed. It can be seen that among those who have agreed, 39.7% are from the upper age group of 46-55 years followed by those belonging to the age group of 36-45 years (31.5%). Also, those who have strongly agreed are mainly found in the age group of 46-55 (55.4%), followed by those in the middle age group of 36-45 (25%). So, it can be inferred that the respondents can update their knowledge regularly.

Table 9 represents the viewpoint of the respondents on the freedom to voicing one's opinions. Here, the main opinions are mainly divided into agree (41.3%) and strongly agree (36.7%). Among those who have agreed, 46.8% are from the age group of 46-55 years followed by those belonging to the age group of 36-45 years (29%). In addition, those who have strongly agreed are mainly found in the age group of 46-55 (54.5%), followed by those in the middle age group of 36-45 years (30.9%). It is found that the disagreement is mainly noticed among the upper age group and the lower middle-aged group respondents. This table infers that the freedom to voice the opinions is quite moderate.

Table 8: Update knowledge regularly

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25				6 8.2%	2 3.6%
	26 to 35			2 15.4%	15 20.5%	9 16.1%
	36-45	2 28.6%		3 23.1%	23 31.5%	14 25.0%
	46-55	5 71.4%	1 100.0%	8 61.5%	29 39.7%	31 55.4%
	Total	7 4.7%	1 .7%	13 8.7%	73 48.7%	56 37.3%

Table 9: Freedom to voice one's opinions

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25	1 6.3%	1 20.0%	2 16.7%	3 4.8%	1 1.8%
	26 to 35		3 60.0%	4 33.3%	12 19.4%	7 12.7%
	36-45	4 25.0%		3 25.0%	18 29.0%	17 30.9%
	46-55	11 68.8%	1 20.0%	3 25.0%	29 46.8%	30 54.5%
Total		16 10.7%	5 3.3%	12 8.0%	62 41.3%	55 36.7%

Table 10 shows the viewpoint of the respondents on the superiors' acceptance of opinions. As shown below, the main opinions have been mainly divided into agree (46%) and strongly agree (28%). Among those who have agreed, 42% are from the age group of 46-55 years followed by those belonging to the age group 36-45 years (25%). Additionally,

those who have strongly agreed are mainly found in the age group of 46-55 years (61.9%), followed by those in the lower middle age group of 26-35 years (19%). The strong disagreement is mainly noticed among the elderly-aged group and the upper middle-aged group respondents. Therefore, it can be inferred that the opinions accepted by the superiors is moderate.

Table 10: Superiors' acceptance of opinions

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25	1 6.3%	1 11.1%	1 7.1%	4 5.8%	1 2.4%
	26 to 35		2 22.2%	5 35.7%	11 15.9%	8 19.0%
	36-45	4 25.0%	2 22.2%	4 28.6%	25 36.2%	7 16.7%
	46-55	11 68.8%	4 44.4%	4 28.6%	29 42.0%	26 61.9%
Total		16 10.7%	9 2.7%	14 9.3%	69 46.0%	42 28.0%

Table 11 shows the opinion of the respondents on the responsibility given by superiors. As shown above, the main opinions revolve around agree (54%) and strongly agree (28%). Among those who have agreed, 38.3% are from the age group of 46-55 years followed by those belonging to the age group of 36-45 years (30.9%). Moreover, those who have

strongly agreed are mainly found in the age group of 46-55 years (61.9%), followed by those in the upper middle age group of 36-45 years (23.8%). The strong disagreement is mainly noticed among the elderly-aged group and the upper middle-aged group respondents. The inference from this table is that the superiors give enough responsibility to their subordinates.

Table 11: Responsibility given by superiors

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25				6 7.4%	2 4.8%
	26 to 35		1 33.3%	2 20.0%	19 23.5%	4 9.5%
	36-45	4 28.6%	2 66.7%	1 10.0%	25 30.9%	10 23.8%
	46-55	10 71.4%		7 70.0%	31 38.3%	26 61.9%
	Total	14 9.3%	3 2.0%	10 6.7%	81 54.0%	42 28.0%

Table 12 shows the opinion of the respondents on the emotional support from superiors. As shown below, the main opinions seem to be quite modest with agree (37.3%) and strongly agree (39.3%). Among those who have agreed, 44.6% are from the age group of 46-55 years followed by those belonging to the age group of 36-45 years (32.1%).

Likewise, those who have strongly agreed are mainly found in the age group of 46-55 years (57.6%), followed by those in the upper middle age group of 36-45 years (25.4%). The strong disagreement is mainly noticed among the elderly-aged group and the lower middle-aged group respondents. Therefore, with the data given below, the emotional support given is quite low.

Table 12: Emotional support from superiors

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25			4 16.7%	2 3.6%	2 3.4%
	26 to 35		1 100.0%	6 25.0%	11 19.6%	8 13.6%
	36-45	4 40.0%		5 20.8%	18 32.1%	15 25.4%
	46-55	6 60.0%		9 37.5%	25 44.6%	34 57.6%
Total		10 6.7%	1 .7%	24 16.0%	56 37.3%	59 39.3%

Table 13 shows the judgment of the respondents on the praise received from their superiors for the good work done. As shown below, the main opinions are split against agree (47.3%) and strongly agree (31.3%). Surrounded by those who have agreed, 38% are from the age group of 46-55 years followed by those belonging to the age group of 36-45 years (32.4%). Equally, those who have

strongly agreed are mainly found in the age group of 46-55 years (63.8%), followed by those in the upper middle age group of 36-45 years (19.1%). The strong disagreement is mainly noticed among the elderly-aged group and the lower middle-aged group respondents. It can be inferred that the respondents receive praise from their superiors.

Table 13: Praise from superiors

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25			2 12.5%	5 7.0%	1 2.1%
	26 to 35		1 16.7%	2 12.5%	16 22.5%	7 14.9%
	36-45	4 40.0%	2 33.3%	4 25.0%	23 32.4%	9 19.1%
	46-55	6 60.0%	3 50.0%	8 50.0%	27 38.0%	30 63.8%
Total		10 6.7%	6 4.0%	16 10.7%	71 47.3%	47 31.3%

Table 14 shows the outlook of the respondents on receiving the latest information relating to work. As seen, the main opinions are split against agree (51.3%) and strongly agree (32.7%). Within those who have agreed, 48.1% are from the age group of 46-55 years followed by those belonging to the age

group of 36-45 years (32.5%). In the same way, those who have strongly agreed are mainly found in the age group of 46-55 years (55.1%), followed by those in the upper middle age group of 36-45 years (24.5%). As there is majority among those agreed, the respondents do receive the latest information related to their work.

Table 14: Latest information related to work

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25		2 33.3%		5 6.5%	1 2.0%
	26 to 35		1 16.7%	6 54.5%	10 13.0%	9 18.4%
	36-45	1 14.3%	2 33.3%	2 18.2%	25 32.5%	12 24.5%
	46-55	6 85.7%	1 16.7%	3 27.3%	37 48.1%	27 55.1%
Total		7 4.7%	6 4.0%	11 7.3%	77 51.3%	49 32.7%

Table 15 shows the viewpoint of the respondents on the readiness of superiors and co-workers in sharing information. As seen, the main opinions are ripped into agree (51.3%) and strongly agree (28%). Within those who have agreed, 41.6% are from the age group of 46-55 years followed by those belonging to the age group of 36-45 years (28.6%).

Correspondingly, those who have strongly agreed are mainly found in the age group of 46-55 years (64.3%), followed by those in the upper middle age group of 36-45 years (21.4%). So, the superiors and co-workers are ready to share information.

Table 15: Readiness of superiors and co-workers to share information

		Opinion				
		strongly disagree	disagree	don't know	agree	strongly agree
age limit	below 25		2 28.6%	1 6.3%	4 5.2%	1 2.4%
	26 to 35		1 14.3%	1 6.3%	19 24.7%	5 11.9%
	36-45	2 25.0%	1 14.3%	8 50.0%	22 28.6%	9 21.4%
	46-55	6 75.0%	3 42.9%	6 37.5%	32 41.6%	27 64.3%
	Total	8 5.3%	7 4.7%	16 10.7%	77 51.3%	42 28.0%

Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 ^a	.560	.532	.7307

a. Predictors: (Constant), SUPPORT, CHALLENG, NONVBL, RESPONSI, MOREINFO, OPINION, OPPRDEVP, ENCOURAG, FEEDBACK

The regression analysis explains how far the overall performance of the employees depends on other related factors. This is set in a regression equation $Y=(x_1+x_2+x_3...x_n)$.

Y (dependent variable) = Overall performance of the employees and independent variables are the factors mentioned below the model summary.

It is evident from the SPSS model summary that the R^2 value is 0.560. This means that the independent variables explain 56% of the variations in the dependent variable. The ANOVA test in the appendix indicates that the equation is significant.

The co-efficient values show that the factors such as challenging tasks (0.101), more information (0.452), non-verbal and verbal messages (0.135), more responsibility (0.131) and support from superiors (0.324) have been more explained than the other factors.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.251	9	10.583	19.822	.000 ^a
	Residual	74.749	140	.534		
	Total	170.000	149			

a. Predictors: (Constant), SUPPORT, CHALLENG, NONVBL, RESPONSI, MOREINFO, OPINION, OPPRDEVP, ENCOURAG, FEEDBACK

b. Dependent Variable: OVERALL

Coefficients^a

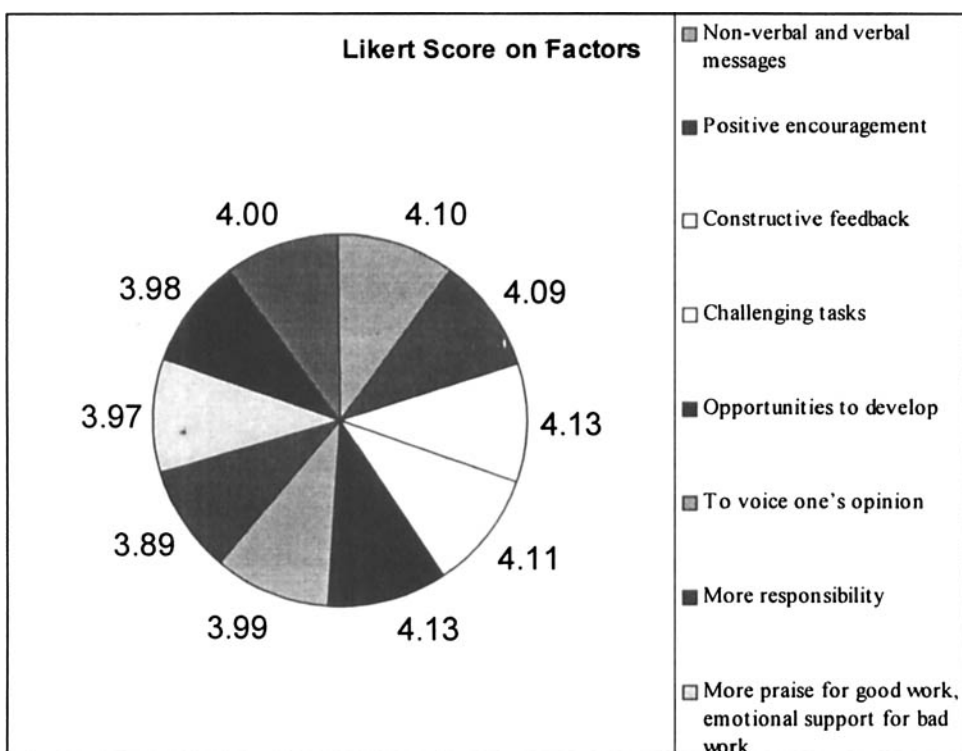
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.286	.340		.840	.402
	CHALLENG	.101	.086	.099	1.175	.242
	ENCOURAG	-2.85E-02	.108	-.027	-.263	.793
	FEEDBACK	-6.30E-02	.131	-.052	-.481	.631
	MOREINFO	.452	.088	.397	5.135	.000
	NONVBL	.135	.094	.127	1.441	.152
	OPINION	-7.25E-02	.072	-.080	-1.012	.313
	OPPRDEVP	-4.72E-02	.111	-.040	-.426	.671
	RESPONSI	.131	.074	.138	1.774	.078
	SUPPORT	.324	.092	.314	3.511	.001

a. Dependent Variable: OVERALL

Linkert Score Comparison

Factors	Score
Non-verbal and verbal messages	4.10
Positive encouragement	4.09
Constructive feedback	4.13
Challenging tasks	4.11
Opportunities to develop	4.13
To voice one's opinion	3.99
More responsibility	3.89
More praise for good work, emotional support for bad work	3.97
More information	3.98

The attitude of the employees is measured using Likert scale where five is given the highest value and one as the lowest, three remaining neutral. Any score above three is treated as favorable and below three as unfavorable. From the above score of the Likert scale, it can be concluded that the attitude of the employees towards the organization is favorable. It should be noted that, the factors with Likert score above 4 is much more favorable. The Likert score can also be understood with the help of the pie chart shown below.



Findings of the Study

From the data analysis, it was found that the majority of the employees have a positive attitude towards their performance in the organization. This has been briefly explained by the following findings.

Non-verbal and Verbal Messages from Superiors and Co-workers

It has been found that more than 50% of the employees have agreed to the opinion of giving and receiving non-verbal and verbal messages from their superiors and co-workers (50.2% from superiors and 52% from co-workers).

Positive Encouragement from Superiors

Almost 50% of the respondents agreed to the opinion of getting positive encouragement from their superiors. It can also be noticed that the majority of the agreement is from the elderly respondents.

Constructive Feedback

More than 50% of the respondents believe or agree to the fact that they receive constructive feedback from their superiors (51.3%). The respondents are also able to improve their performance

based on the feedback received. Here also, the strong agreement is from the elderly employees.

Challenging Tasks

Out of the 150 samples taken, a moderate number of respondents agreed that they are ready to take up different challenging tasks (45.3%).

Opportunities for Development

It was found that a majority of the employees have enough opportunities for their self-development and they are able to update their knowledge relating to work regularly (51.3% and 48.7%).

To Voice One's Opinion

A moderate number of employees believe that they are able to voice their opinions openly and their superiors consider their opinions. However, there has been a disagreement from 10.7% of the employees that their opinions are not considered.

More Responsibility

It could be noticed that 54% of the employees, which is quite a significant value, agreed that their superiors give them enough responsibilities.

More Praise for the Good Work Done, Emotional Support for the Bad Work

It was found out that the employees did not receive enough emotional support from their superiors when their work was

not up to the mark. Notably, only 37.3% of the employees agreed otherwise. However, a majority agreed that they received praise for the good work done.

More Information

Here, more than 50% of the employees are able to get the latest information relating to their work and their superiors and co-workers are ready to share any useful information with them.

It was also noted that the overall performance of the employees was clearly explained by factors like challenging tasks, more information, non-verbal and verbal messages, more responsibility and support from superiors by 56%. It could also be taken in that overall attitude of the employees towards the organization is favorable due to the above positive factors.

Suggestions and Recommendations

As we know, employees are the heart and soul of an organization; they are the mechanism that makes an organization run. Any organization would want good employees. When a work environment is open enough for all employees to contribute and offer ideas and suggestions, without a negative response, this sparks creativity in an employee and, again, allows them to contribute more to the good of the organization.

The organization could provide the employees with opportunities to gain new experience, knowledge, and skills. It also increases the confidence in the employees

and gives them more satisfaction in their work. Empathy is another realm of emotion that is to be inculcated by the superiors and co-workers. Employees should be given enough emotional support, when they are unable to bring up their productivity to the benchmark. The organization could also create an open forum for the employees to discuss their concerns on their work life and personal life. The organization could also adopt the concept of “Value Co-creation”, in which the employees and employers put forward their ideas on how to improve the quality of the work and also conduct brainstorming sessions on improving the product profile to a larger extent. This would certainly instill a sense of belonging in the organization.

Conclusion

The employees have a positive attitude towards the organization and their overall performance is good. The organization understands the importance of retaining employees and by providing them with opportunities for self-development. The employees are also ready to accept challenging tasks, which shows their confidence in accepting responsibilities. The factors taken into consideration in this study have given an understandable picture of the organization's effectiveness and the attitude of the employees. With the analysis, and findings, it could be concluded that there is much more scope for improving the productivity of the employees, thus their performance.

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