

# Employee Attitude as Predictors of Work Productivity and Imperical Study

**ALKA PANDEY<sup>1\*</sup> AND SANJANA KUMARI<sup>2</sup>**

<sup>1</sup>Assistant Professor and <sup>2</sup>Undergraduate Fellow

Department of Psychology, School of Liberal Education, Galgotias University  
Yamuna Expressway, Greater Noida, Gautam Budh Nagar (U.P.) India

\*Corresponding Author

## ABSTRACT

Employee attitudes are one of the prime determinants of workplace productivity, which has a direct impact on organizational success. This paper investigates how stress and motivation plays an important role in work productivity and correlation between employee attitudes—job satisfaction motivation and work productivity in gender-based contexts. A survey-based quantitative research design was adopted to collect data from employees in diverse industries. Statistical analyses were conducted with t-tests, correlation, and regression methods to ascertain the key attitudinal factors that affect productivity. The results indicate that job satisfaction and motivation significantly predict higher productivity, with variations observed among males and females.

**Keywords:** Attitude, Productivity, Job satisfaction, Workplace stress

## INTRODUCTION

Employee attitude is one of the key factors in determining the dynamics of workplaces and organizational success. Employee attitude refers to an employee's feelings, perceptions, and behavioural dispositions towards his or her job, organization, and colleagues. As a significant motivation, performance, and engagement factor, employee attitude has the primary consequence of enhancing collaboration and driving productivity at work. However, negative attitudes have been known to impede organizational performance and employee well-being. In today's busy workplaces, it's crucial to understand what drives employee productivity. Key factors like job satisfaction and commitment to the organization greatly influence how well employees perform. When employees feel happy at work and connected to their company's mission, they tend to work harder and achieve better results. However, stress at work can affect productivity. Heavy workloads, tight deadlines, and lack of support can lead to burnout, making

it difficult for employees to concentrate.

This study will explore how different attitudes, job satisfaction, workplace stress, and productivity are related. By examining these connections, we aim to discover ways to enhance employee well-being and performance. This paper investigates the relationship between the attitudes of employees and work productivity and examines how job satisfaction, organizational commitment, and engagement predict workplace outcomes. Understanding these predictors allows organizations to implement targeted interventions in fostering a positive, supportive and productive workplace environment that leads to long-term success and employee satisfaction.

## Objectives:

1. To examine the influence of individuals attitude on workplace productivity in gender-based context.
2. To examine influence of stress on workplace productivity in gender-based context.
3. To analyse the correlation between workplace

**How to cite this Article:** Pandey, Alka and Kumari, Sanjana (2025). Employee Attitude as Predictors of Work Productivity and Imperical Study. *Internat. J. Appl. Soc. Sci.*, **12** (5 & 6) : 319-323.

stress, employee attitude and workplace productivity.

### Hypotheses:

This study is informed by following hypothesis:

- H1:** Positive attitudes of employees significantly result in higher levels of workplace productivity and negative attitudes of employees significantly result in lower levels of workplace productivity.
- H2:** Employees job satisfaction is positively correlated to their level of workplace productivity.
- H3:** Work-related stress negatively affects the relationship between employee attitudes and workplace productivity.

### Rationale of the study:

Employees attitude plays an integral role in the behaviour at the workplace and productivity. Positive attitudes toward jobs and organizational commitment are often associated with greater motivation, excellent performance, and more significant engagement. Negative attitudes, on the other hand, can result in problems like low morale, absenteeism, and efficiency.

The study helps in improving organizational outcomes by considering direct and indirect influences of employee attitudes on productivity. This research bridges a gap currently existing in understanding the relation between employee attitudes and productivity, thus providing a practical sense to improve work force effectiveness and, more importantly, organizational success.

### Literature Review:

Employee's attitudes, including job or work satisfaction, organizational commitment, and emotional well-being, have a strong relation to productivity. Published literature constantly demonstrates that positive attitudes among employees are associated with greater work performance, whereas negative attitudes tend to decrease productivity.

Most studies reveal that pleasant employee attitudes, particularly job satisfaction and engagement, contribute to an increased levels of productivity at work. A well-known study by Oswald *et al.* (2015) suggests effect of happiness is clearly causal to productivity. Employees who enjoyed positive emotional states, stimulated by happiness-enhancing interventions, such as the provision of rewards or performance of pleasant activities, tended to be more productive at the task level, with increases in

both quantity and quality. This study thus lends support to the idea that positive emotional states contribute not just to a higher motivation but also to concrete performance gains.

Besides, research findings show that job or work satisfaction and workplace commitment are positively bound to higher productivity. Such studies by De Neve and Oswald (2012) suggested that early adult life satisfaction and reported levels of happiness are strong predictors of career performance: favourable career outcomes such as higher earnings, promotions, and job security. These employees also showed greater optimism, less neuroticism, and more non-cognitive skills-all of which together meant higher productivity in the workplace.

Similarly, the sense of organizational commitment is also crucial for increasing productivity at work. Those who are believed to be aligned with the organizations' values and goals tend to give more output and be more efficient in their tasks because they are extremely motivated. Meyer and Allen (1991) discovered that people with high affective commitment are likely to showcase higher levels of productivity since they feel an emotional bond to the organization and are more inclined to put in that effort towards its success.

Negative employee attitudes, such as disengagement and burnout, and job dissatisfaction, are significant reducers of productivity. Actively disengaged employees, have negative work-related behaviours that undermine the success of the organization. A Gallup report on State of the American Workplace, 2017, mentioned that actively disengaged employees negatively contributed to the work environment and productivity, which unfortunately impacted team morale as well as output. Such employees are likely to demonstrate low commitment, high absence, and a strong reluctance to take on risk or initiative, all of which undermines productive capability.

Negative emotional states in an employee such as stress and anxiety have also been found to impair work performance. Study by Coviello *et al.* (2017) looked into the mood at call center workplaces and reported that the negative mood states more often caused from stress or dissatisfaction resulted in lower productivity.

Recent studies continue to stress the important relationship between employee attitudes and work productivity. Judge and Bono (2023) reported that job or work satisfaction is a mediator that influences the relation

between employee attitudes and productivity. Work Performance will increase when employees feel satisfied with their workplace environment. On the contrary, Coviello *et al.* (2023) suggested that negative emotional states, such as stress and anxiety, decrease productivity due to low-quality and low-efficiency work performance.

Other studies have shown that mediators and moderators exist in employee attitude-productivity relationships. Specifically, job or work satisfaction has been known to act as a mediator between employee attitudes and productivity. However, work-related stress was found to be negatively moderating this relationship as the employees who were under stress showed reduced levels of performance despite positive attitudes toward the organization.

## METHODOLOGY

### Research Design:

This study used the exploratory research design to explore the relationship between workplace stress, employee attitude and work productivity and further analyze the correlation between employee attitudes, workplace stress, and productivity.

### Sampling Method :

The data was collected using random sampling method.

### Sample size:

This study uses a sample size of 80 employees from a variety of organizations to get a broad range of responses. We included employees teaching in different renowned organizations with different levels of job satisfaction, stress, and commitment to their companies.

### Instruments :

This study used a combination of scales to study the effect of employee attitude and stress on productivity:

#### **Minnesota Satisfaction Questionnaire (MSQ):**

It was designed by “Weiss, Daws, and Lofquist in 1967. It has strong reliability, which scores typically above 0.90, meaning it consistently measures job satisfaction well. The MSQ is also valid, as it relates well to other job satisfaction measures. It includes 20 items.

#### **Individual Work Performance Questionnaire**

#### **(IWPQ):**

It was developed by “Van Beek, Hu, and Schaufeli in 2012. It has strong reliability ranging from 0.85 to 0.90 for the full scale. It has good construct validity, correlating positively with related constructs such as job satisfaction and negatively with burnout. The IWPQ includes 9 items

#### **Workplace Stress Scale (WSS):**

The WSS does not have a single recognized founder, as it was developed based on workplace stress research by various contributors in occupational health psychology. It has strong reliability of 0.70 to 0.85. It has good content and construct validity, correlating well with other established stress measures. The WSS typically consists of 8 to 10 items.

### Data Collection:

The data is collected through a survey that asks about job satisfaction, workplace stress, and productivity.

### Data Analysis:

After gathering the data, first, we looked at descriptive statistics to understand the sample better. Then, we ran some correlation tests to see the relationships between job or work satisfaction, stress, and work productivity. Lastly, regression analysis was used to show how attitudes and stress levels affected productivity.

### Ethical Considerations:

We followed ethical guidelines throughout the entire study. Participants were given information priorly about the purpose, we got their consent before they took part. Their responses remain confidential, and data is securely stored.

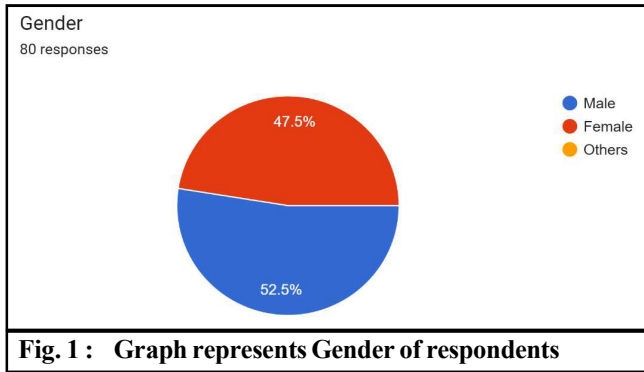
## RESULTS AND DISCUSSION

This section outlines the findings and results of the study, highlighting key results regarding the relationship between employee attitude and work productivity.

### Respondent's Background:

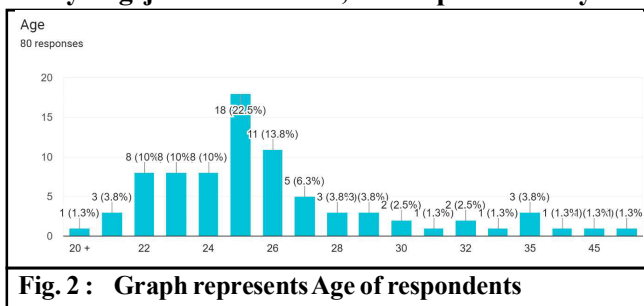
Total of 80 employees took part in the study. Respondents were drawn from different renowned organizations. Most respondents were male employees as shown in Fig. 1.

In the terms of age the participants ranged from 21



to 45 year and older, depicted in Fig. 2.

### Analyzing job satisfaction, work productivity and



### work stress scores of respondents:

The Table 1 shows the statistical analysis of the job or work satisfaction, workplace productivity, and workplace stress scores between males and females. For job satisfaction, the males scored with a mean or average value of 69.88 and standard deviation of 7.51. Females, on the other hand, females had a mean or average score of 70.6 but with a standard deviation of 9.33. With a t-test value of 0.70, this means that the difference is not statistically significant.

In terms of work productivity, males had a mean or average score of 29.23 (SD = 4.28), and females reported

a slightly higher mean score of 29.73 (SD = 4.86). The t-test value for work productivity is 0.62, signifying no significant difference between male and female respondents.

The average work stress for men was at 22.23, while their standard deviation was at 5.18. Female participants' average work stress was 21.76 with a standard deviation of 5.70. Based on the value of t-test as 0.69, it shows that the observed difference between the two genders concerning work stress is not statistically significant as well.

The findings reveal no gender-based significant differences in job satisfaction, work productivity, and work stress among the subjects. Overall, the results suggest that gender is not significantly associated with any of the following: job or work satisfaction, workplace productivity, or workplace stress within this sample group.

The correlation is positive between job satisfaction and work productivity for males as well as females with  $r = 0.32$  and  $r = 0.39$ , respectively, suggesting that higher satisfaction correlates with increased productivity. The regression analysis revealed high predictive values of job satisfaction for productivity for both genders, and the regression coefficients were higher in males ( $\beta = 53.49$ ) than in females ( $\beta = 48.26$ ). It was statistically significant for both genders ( $p < 0.01$ ) (Table 2).

For males, work stress exhibited a moderate positive correlation with productivity ( $r = 0.54$ ), suggesting that stress may serve as a motivator to some extent. In contrast, females showed a negative correlation ( $r = -0.19$ ), indicating that higher stress reduces productivity. Regression analysis revealed that work stress significantly predicted productivity for both genders, with males ( $\beta = 19.21$ ) showing lower predictive strength than females ( $\beta = 28.24$ ). These associations were statistically significant ( $p < 0.05$ ) in both males and females.

**Table 1 : Statistical Analysis of job satisfaction, work productivity and work stress scores of respondents**

| Variables         | Mean  |       | SD   |      | t-test |
|-------------------|-------|-------|------|------|--------|
|                   | M     | F     | M    | F    |        |
| Job Satisfaction  | 69.88 | 70.6  | 7.51 | 9.33 | 0.70   |
| Work Productivity | 29.23 | 29.73 | 4.28 | 4.86 | 0.62   |
| Work Stress       | 22.23 | 21.76 | 5.18 | 5.70 | 0.69   |

**Table 2 : Pearson correlation and Regression Analysis**

| Variables                         | Correlation (r) |       | Regression ( $\beta$ ) |       | Significance (p-value) |
|-----------------------------------|-----------------|-------|------------------------|-------|------------------------|
|                                   | M               | F     | M                      | F     |                        |
| Job Satisfaction and Productivity | 0.32            | 0.39  | 53.49                  | 48.26 | < 0.01                 |
| Work Stress and Productivity      | 0.54            | -0.19 | 19.21                  | 28.24 | < 0.05                 |

These results indicate that there are gender-based differences in the relationship between employee attitudes and work productivity. Job satisfaction positively predicts productivity for both males and females. The slightly higher correlation and regression coefficients for females suggest that satisfaction plays a more critical role in enhancing their productivity.

By contrast, the relationship between work stress and productivity varies widely between genders. For males, it seems to be motivating since there is a positive correlation and predictive value. However, in females, it shows a negative correlation, thus indicating that it deters productivity, which might be due to variations in coping mechanisms or what is expected in the workplace.

These findings highlight the need for gender-sensitive organizational interventions. While job satisfaction is beneficial for all, stress management strategies should be gender-sensitive, as males may benefit from stress optimization, while females may require stress-reduction interventions.

### Conclusion:

The study concludes that job satisfaction plays a major role in enhancing work productivity for both sexes. However, work-related stress has an opposite result; it boosts productivity levels for males but decreases these

levels for females. So, organizations must focus more on improving job satisfaction, adopting tailored approaches to cope with stress and, of course, optimizing productivity.

## REFERENCES

- Coviello, D., Gneezy, U. and List, J.A. (2017). Mood effects on productivity: Evidence from a randomized experiment. *The American Economic Review*, **107**(12) : 3789–3801.
- Coviello, D., Gneezy, U. and List, J.A. (2023). Mood and performance: Revisiting effects in modern workplaces. *J. Economic Behavior & Organization*, **210** : 345–356.
- De Neve, J.E. and Oswald, A.J. (2012). Estimating the influence of life satisfaction and positive affect on later income using sibling fixed-effects. *Proceedings of the National Academy of Sciences*, **109**(49) : 19953–19958.
- Judge, T.A. and Bono, J.E. (2001). Relationship of core self-evaluations traits with job satisfaction and job performance: A meta-analysis. *J. Appl. Psychol.*, **86**(1) : 80–92.
- Meyer, J.P. and Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, **1**(1) : 61–89.
- Oswald, A.J., Proto, E. and Sgroi, D. (2015). Happiness and productivity. *J. Labor Economics*, **33**(4) : 789–822.

\*\*\*\*\*