

A Scale to Measure Attitude of Dairy Personnel towards the Organizational Processes of COMPFED

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ABSTRACT

The attitude of the dairy personnel forms an essential component for effectiveness of the organization. Keeping in view the importance of attitude, this study was designed to construct a standardized attitude scale to measure the attitude of the dairy personnel towards organizational processes of COMPFED. An attitude scale was developed using Summated Rating Technique. Total 90 statements were selected after the scrutiny of the panel of judges. Later only 40 statements were selected which had relevancy percentage, relevancy weightages and mean relevancy score of 70.0, 0.72 and 3.20, respectively. Finally 19 statements which had 't' value 1.80 and above were qualified for inclusion in the scale.

Attitude plays a pivotal role in influencing one's behaviour with respect to a particular psychological object. The employees attitude towards its organization processes largely determine the efficiency and effectiveness of the workers in the organization which in turn lead to the higher growth of the organization. Thus, attitude of the employees forms an essential component for betterment of the organization as well as employees too.

Bihar State Cooperative Milk Producers Federation (COMPFED) is an apex dairy organization, at state level. It is playing a visible role in the transformation of economic condition of dairy farmers by providing them the actual dividend of their milk. Based on the "Anand Pattern", it has a vast network of dairy cooperatives in the state. Besides, marketing of liquid milk, it has a booming business in other milk products namely Peda, Milk Cake, Lassi, Rasgolla, etc. All the COMPFED products are being sold throughout the country under the brand name 'SUDHA'. All these successes are mainly due to healthy organizational processes along with greater cooperation and faith of dairy farmers in different activities of the COMPFED. This paper aims to measure the attitude of

dairy farmers, extension officers and dairy personnel towards the organizational processes of the organization. The findings of such study will help the managers and decision-makers of the COMPFED and other similar organizations to work out strategies for changing the prevailing attitude. The changed attitude will further motivate the people, which will enhance their work efficiency.

Organizational Process

The Organizational processes are the activities performed by the employees in any organization for better work performance and efficiency. This is a crucial factor for the growth and development of any organization. These processes in any organization include the components like communication system, goal setting process, role clarity, team and team works, conflict and its management, work motivation etc. The effectiveness of all these components means higher efficiency of the organization. Thus it is necessary to know the attitude of the concerned people so that some new strategy in the management could be employed.

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METHODOLOGY

A Summated Rating Scale was developed (as suggested Likert, 1932, Devellis, 1991 and Spector, 1992) through identification of different dimensions, collection of items relevancy test for items analysis; and scale was tested for the reliability and validity. Standardized scale consisting of 40 statements (equal number of positive and negative) was administered to know the attitude of the respondents. The response was obtained on a five-point continuum viz., 'strongly agree', 'agree', 'undecided', 'disagree', and 'strongly disagree' with the weighted scores of 5, 4, 3, 2, and 1 for positive statements, and reverse scoring system was employed for negative statements. The total attitude score for each respondent was calculated. The possible total score of the scale ranged from 40 to 200. Based on the scores obtained, the respondents were categorized taking mean and standard deviation as a measure of check.

1. Collection and editing of statements

The items constituting attitude scale are called 'Statements'. A statement may be defined as anything that is said about a psychological object or stimulus. All the statements that could be possibly made about a given stimulus are often called the "Universe of contents". The logic behind the use of statements to identify attitude was that there seems to be a positive relation between what people feel on a subject and what they will do about it.

Therefore, like any standardized psychological tests, the first step in the construction of the "Attitude Scale" was to obtain the items representing the "universe of contents" apropos organizational processes. All sources including relevant literature, concerned experts and dairy personnel were consulted for this purpose. Thus, a total of 50 statements were collected, which were further edited on the basis of "Informal criteria of Edwards & Kilpatrick, 1948" (Edwards, 1969). Statements that were overlapping in meaning or content, irrelevant to the local conditions or of poor interviewing quality were rejected. Finally, a list of 40 statements was obtained. But, it was the raw universe. Further, these statements were evaluated by the concerned experts/scientists for the suitability of the items.

2. Responses to selected statements (raw items):

The raw universe of 40 items was administered to 60 subjects (a group of respondents of the non-sampled study area). Subjects included the dairy personnel (employees) who were well-acquainted with the organizational processes of COMPFED. Their responses were obtained on a five-point continuum, viz., Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree with a score of 4, 3, 2, 1 and 0 for positive and 0, 1, 2, 3 and 4 for negative statements, respectively. The responses from the sixty dairy personnel were collected by interviewing them, personally.

3. Selection of criterion groups

Based on the total scores obtained by the subjects, the two groups comprising 30 percent of the subjects with the highest scores and 30 percent with the lowest scores were selected with the assumption that these two groups, namely, high and low will provide the criterion groups to evaluate the individual statements.

4. Calculation of 't' values

With the help of these criterion groups, 't' values were calculated for all the 40 statements by using the under mentioned formula (Edwards, 1969).

$$t = \frac{\bar{X}_H - \bar{X}_L}{\sqrt{\frac{\sum (X_H - \bar{X}_H)^2 + \sum (X_L - \bar{X}_L)^2}{n(n-1)}}$$

Where

t = the extent to which a given statement differentiates between the high and low groups,

H = the mean score on a given statement for the high group,

L = the mean score on a given statement for the low group,

$(X_H - \bar{X}_H)^2$ = the variance of the distribution of responses of the high group to the statement,

$(X_L - \bar{X}_L)^2$ = the variance of the distribution of responses

of the low group to the statement, and

n = number of subjects in low or high group.

5. Final selection of the statements

On the basis of 't' values obtained for all the statements, eight statements (four positive and four negative) having highest 't' values were selected, finally, for inclusion in the attitude scale.

6. Final format and scoring procedures of the scale

The finally selected statements were randomly arranged in the final format. The number of positive and negative statements was equal and presented to the respondents. Their responses were obtained on a five-point continuum, viz., Strongly Agree, Agree, Undecided, Disagree and Strongly Disagree with a score of 4, 3, 2, 1 and 0 for positive and 0, 1, 2, 3 and 4 for negative statements, respectively. The final attitude scale was administered to the 50 employees of COMPFED in their respective milk union/dairies, who constituted the sample for this study. While administering the scale, the respondents were asked to respond to each statement in terms of their agreement and disagreement. The total score for 8 items was the obtained "Individual Attitude Score" of the respondent, which was calculated by summing up the category score of each statement.

7. Reliability of the scale

The split-half technique was used for testing the reliability of the constructed attitude scale.

Split-half technique: The test was administered to 20 dairy personnel of a non-sample area dividing the items into two equivalent parts with 4 odd numbered statements in one half and 4 even numbered statements in the other half. The Pearson Product-Moment coefficient of correlation found to be 0.812 between the two sets of scores was a reliability estimate of only half scale as long as the original. Hence, stepped up reliability to the extent

0.896 of the whole measure divided into two parts calculated by using Spearman-Brown Prophecy Formula (Garret, 1961) was significant at 0.01 level. Thus, the reliability of the attitude scale was confirmed.

8. Validity of the scale

The statements of the attitude scale were derived through discussions with concerned experts, scientists and dairy personnel, and, at the time, all the steps of scale-construction were strictly followed. Thus, it showed high content validity as a result of competent judgments. Moreover, the above facts were also supported by high reliability coefficient ($r_{11} = 0.896$), which indicate that the attitude scale could measure what was intended to be measured.

RESULTS AND DISCUSSION

A perusal of Table 1 revealed that at BD, majority of the respondents (70.00%) had favourable attitude towards the prevailing organizational processes, although 30.00 percent of the respondent had not favoured it. However, at TIMUL, majority (60.00%) of the respondents favoured the ongoing organizational processes in their organization, as against 26.67 percent of respondent which desired some change in these processes. At BMU, majority of the respondents (56.00%) expressed favourable attitude towards the organizational processes and 28.00 percent of the respondents were of unfavourable attitude towards these processes. On overall basis, majority of the respondent (56.00%) had favourable attitude towards prevailed organizational processes as against 28.00 percent, which were of unfavourable attitude. Besides, favourable and unfavourable attitude, there were some proportion of the respondents, albeit in minority, which were in between these two groups, and thus, they were categorized as having neutral responses, viz., 13.33 percent, 16.00 percent at BMU, and 12.00 on overall basis. However, there was no "neutral response" obtained in case of BD.

Table 1: Distribution of the respondents on the basis of their attitude towards the prevailed organizational processes.

Attitude (Score)	Respondents at			
	BD (n = 10)	TIMUL (n=15)	BMU (n=25)	Overall (N = 50)
Favourable	7 (70.00)	9 (60.00)	14 (56.00)	30 (60.00)

Neutral	0 (0.00)	2 (13.33)	4 (16.00)	6 (12.00)
Unfavourable	3 (30.00)	4 (26.67)	7 (28.00)	14 (28.00)

Figure in parentheses indicate the percentage.

CONCLUSION

On the basis of above findings, it could be interpreted that a major proportion of employees of the COMPFED, working in different milk unions/dairies had either unfavourable or neutral attitude towards the prevailing organizational processes. Thus, the responsible authority must pay some attention to improve the overall system, so that employees could be much comfortable with their working environment and they could use their full potential to achieve the goal of the organization.

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