

# A Study on the Impact of Employee Job Attitude on Productivity at TCS, Gachibowli

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**Abstract-** Employee job attitude plays a significant role in determining productivity in knowledge-based organizations, especially in the Information Technology sector where performance depends largely on employee motivation, commitment, and work engagement. The present study examines the impact of employee job attitude on productivity at Tata Consultancy Services (TCS), Gachibowli branch. Primary data was collected from 100 employees using a structured questionnaire based on a five-point Likert scale. Employee attitude was treated as the independent variable and employee productivity was treated as the dependent variable. Statistical analysis was carried out using Pearson correlation and linear regression with the help of SPSS. The results show a strong positive relationship between employee attitude and productivity ( $r = 0.724$ ,  $p < 0.01$ ). Regression analysis indicates that employee attitude significantly influences productivity ( $R^2 = 0.524$ ). The study concludes that improving employee motivation, recognition, and organizational support can significantly enhance productivity in IT organizations.

**Keywords:** Employee Attitude, Productivity, Job Satisfaction, Performance, IT Industry, Correlation, Regression

## I. INTRODUCTION

Employee productivity is one of the most important factors determining the success of modern organizations. In knowledge-based industries such as Information Technology, the performance of employees directly affects project completion, customer satisfaction, and organizational growth. Unlike traditional industries, productivity in IT companies depends not only on technical knowledge but also on psychological and behavioural factors such as motivation, job satisfaction, commitment, recognition, leadership support, and work environment.

Employee job attitude refers to the overall feelings, beliefs, and behavioural tendencies of employees towards their job and organization. A positive job attitude leads to higher engagement, improved efficiency, better teamwork, and increased productivity. On the other hand, a negative attitude may lead to reduced performance, absenteeism, stress, and low efficiency. Organizations that maintain a positive work environment and supportive culture are more likely to achieve higher productivity levels.

In large IT organizations, employees such as consultants, analysts, and system engineers play a major role in achieving organizational goals. Their productivity depends not only on their skills but also on their attitude towards work, management, and organization. Employees who feel motivated and valued tend to perform better than those who feel dissatisfied.

Tata Consultancy Services (TCS) is one of the leading IT organizations where employee productivity directly affects project delivery and customer satisfaction. The Gachibowli branch consists of a large number of operational employees who are responsible for project execution and technical development. Understanding the factors that influence their productivity is essential for improving organizational performance.

In the present competitive environment, organizations must focus on improving employee attitude in order to increase productivity. Previous research shows that employee attitude is closely related to performance, motivation, and commitment. However, there is a need to examine this relationship specifically in IT organizations where human performance is the key factor for success.

Therefore, the present study aims to analyze the impact of employee job attitude on productivity at

TCS, Gachibowli branch using statistical methods such as correlation and regression analysis.

## II. LITERATURE REVIEW

Employee attitude and productivity have been widely studied in the field of organizational behaviour and human resource management. Many researchers have explained that employee performance is influenced not only by skills and knowledge but also by psychological and behavioural factors such as motivation, job satisfaction, commitment, and organizational support. A positive attitude towards work leads to better performance, whereas a negative attitude may reduce efficiency and productivity.

Auliyah (2025) examined the effect of training programs, employee motivation, and work environment on employee productivity. The study found that employees who are highly motivated and have a positive attitude towards their work show higher productivity levels. The research emphasized that employee engagement and satisfaction are important factors for improving performance in organizations.

Harendra (2024) studied the impact of workplace environment on employee productivity. The study concluded that supervisor support, good relationship with coworkers, training opportunities, and recognition plans significantly influence employee performance. The results also showed that employee attitude acts as an important factor that connects work environment and productivity.

Lohela-Karlsson, Jensen, and Björklund (2022) analyzed the relationship between work attitude, motivation, and productivity. The study found that employees who reported positive job attitudes demonstrated higher levels of productivity compared to those with negative attitudes. The authors also reported that work environment and management support influence employee performance.

Cherian, Gaikar, Paul, and Pech (2021) examined the influence of organizational culture on employee behaviour, performance, and productivity. The study showed that a strong and supportive organizational culture positively affects employee attitude, which leads to improved productivity. The research

highlighted the importance of teamwork, communication, and leadership support.

Gopinath and Chitra (2020) studied the relationship between job satisfaction and employee performance. The findings revealed that employees who are satisfied with their work show higher commitment and better productivity. The study suggested that organizations should focus on improving employee motivation and recognition to increase efficiency.

Robbins and Judge (2017) explained that employee attitude consists of job satisfaction, job involvement, and organizational commitment. These factors strongly influence employee performance and productivity. According to their study, organizations that maintain a positive work culture and supportive leadership achieve higher employee efficiency.

Locke (1976) explained the importance of job satisfaction in his work on motivation and performance. According to Locke, employees who feel satisfied with their work show higher involvement, better performance, and increased productivity. Job satisfaction is considered one of the most important components of employee attitude.

Herzberg (1966) developed the Two-Factor Theory of motivation, which states that motivation factors such as recognition, achievement, and responsibility improve employee performance, while hygiene factors such as salary, policies, and working conditions prevent dissatisfaction. Employees who are satisfied with their job tend to be more productive.

Nagle (1954) conducted one of the earliest studies on employee attitude and productivity. The study found that employee behaviour and supervisor understanding strongly influence work group productivity. Employees who feel valued by management tend to perform better and show higher efficiency.

Ajzen (1991) proposed the Theory of Planned Behavior, which explains that attitude influences intention and intention influences behaviour. In organizational context, employees with positive attitude towards work are more likely to perform better and achieve higher productivity.

From the above studies, it is clear that employee job attitude is one of the most important factors

influencing productivity. However, there is a need to examine this relationship in IT organizations where employee performance depends heavily on psychological and behavioural factors. Therefore, the present study attempts to analyze the impact of employee job attitude on productivity at TCS, Gachibowli branch.

### III. THEORETICAL MODEL AND RESEARCH FRAMEWORK

Employee productivity in organizations is influenced by several psychological and behavioural factors. Among these factors, employee job attitude is considered one of the most important determinants of performance. Previous studies in organizational behaviour suggest that employees who have a positive attitude towards their job tend to show higher commitment, motivation, and efficiency, which ultimately leads to improved productivity. Based on the review of literature, the present study adopts the Work Attitude–Productivity Model to examine the relationship between employee attitude and employee productivity.

The theoretical foundation of this model is based on the Theory of Planned Behavior proposed by Ajzen (1991), which states that attitude influences behaviour, and behaviour influences performance. In an organizational context, employee attitude affects the way employees perform their tasks, interact with colleagues, and respond to organizational goals. Positive attitude leads to better work involvement and higher productivity, whereas negative attitude may result in reduced efficiency and poor performance.

The model is also supported by Herzberg’s Two-Factor Theory (1966), which explains that motivation factors such as recognition, achievement, responsibility, and growth increase job satisfaction and improve performance. Employees who feel motivated and satisfied with their work are more likely to show higher productivity levels. Hygiene factors such as salary, policies, and working conditions prevent dissatisfaction but do not necessarily increase productivity unless employees are motivated.

Organizational Behaviour theory explained by Robbins and Judge (2017) states that employee attitude consists of job satisfaction, job involvement, and organizational commitment. These components

strongly influence employee performance and efficiency. Employees who are satisfied with their work and committed to the organization tend to perform better and achieve higher productivity.

Based on these theories, the present study assumes that employee job attitude directly influences employee productivity. In this study, employee attitude is taken as the independent variable, and employee productivity is taken as the dependent variable.

#### 3.1 Research Variables

Independent Variable: Employee Job Attitude

Dependent Variable: Employee Productivity

Employee job attitude includes the following components:

- Motivation towards work
- Job satisfaction
- Recognition received
- Commitment to organization
- Positive outlook towards work
- Teamwork and cooperation
- Acceptance of feedback
- Responsibility towards work

Employee productivity includes the following components:

- Ability to complete tasks on time
- Performance consistency
- Achievement of targets
- Work efficiency
- Problem solving ability
- Team collaboration
- Time management
- Overall performance level

#### 3.2 Research Model

The study uses a simple linear regression model to examine the relationship between employee attitude and productivity.

Employee Job Attitude → Employee Productivity

The relationship between the variables is tested using the following regression equation:

$$Y = a + bX$$

Where

Y = Employee Productivity  
 X = Employee Job Attitude  
 a = Constant  
 b = Regression coefficient

The model assumes that an increase in employee attitude will lead to an increase in employee productivity. If the regression coefficient is positive and statistically significant, the alternative hypothesis will be accepted.

This research framework is used to analyze the impact of employee job attitude on productivity at TCS, Gachibowli branch.

#### IV. RESEARCH METHODOLOGY

Research methodology explains the procedure followed to collect, measure, and analyze the data for the study. The present research aims to examine the impact of employee job attitude on productivity at Tata Consultancy Services (TCS), Gachibowli branch. The study is descriptive and analytical in nature, as it attempts to identify the relationship between employee attitude and employee productivity using statistical analysis.

##### 4.1 Research Design

The research design adopted for the study is descriptive research design. Descriptive research is appropriate when the objective is to describe the characteristics of a group and to analyze relationships between variables. In the present study, the relationship between employee job attitude and employee productivity is examined using quantitative methods.

The study uses primary data collected through a structured questionnaire, and statistical techniques such as correlation and regression are used to test the relationship between the variables.

##### 4.2 Sources of Data

Both primary and secondary data were used for the study.

##### Primary Data:

Primary data was collected from employees working at TCS, Gachibowli branch using a structured

questionnaire. The questionnaire contained statements related to employee job attitude and productivity.

##### Secondary Data

Secondary data was collected from books, journals, research articles, and previous studies related to employee attitude, job satisfaction, motivation, and productivity. These sources helped in developing the theoretical framework and research model.

##### 4.3 Population and Sample Size

The population of the study consists of employees working at TCS, Gachibowli branch, particularly consultants, analysts, and system engineers who are directly involved in operational activities.

The sample size for the study is 100 employees. These employees represent the core workforce whose productivity directly affects organizational performance.

##### 4.4 Sampling Method

Simple random sampling method was used to select the respondents. In this method, every employee had an equal chance of being selected for the study. This method reduces bias and ensures that the sample represents the population.

##### 4.5 Instrument for Data Collection

Data was collected using a structured questionnaire. The questionnaire was divided into three sections.

Section A – Demographic Information  
 Section B – Employee Job Attitude  
 Section C – Employee Productivity

A five-point Likert scale was used to measure the responses.

Response	Value
Strongly Disagree	1
Disagree	2
Neutral	3
Agree	4
Strongly Agree	5

Ten statements were used to measure employee job attitude and ten statements were used to measure employee productivity.

#### 4.6 Variables Used in the Study

The study uses two main variables.

##### Independent Variable

Employee Job Attitude

##### Dependent Variable

Employee Productivity

Employee attitude was measured using statements related to motivation, job satisfaction, recognition, teamwork, commitment, and responsibility.

Employee productivity was measured using statements related to performance, efficiency, time management, target achievement, and work quality.

The average score of the responses was calculated to obtain the final value of each variable.

#### 4.7 Hypothesis of the Study

The following hypothesis was formulated for the study.

H0: There is no significant relationship between employee job attitude and employee productivity.

H1: There is a significant relationship between employee job attitude and employee productivity.

#### 4.8 Statistical Tools Used

The data collected from the questionnaire was analyzed using Statistical Package for Social Sciences (SPSS).

The following statistical tools were used:

- Percentage analysis
- Pearson Correlation
- Linear Regression

Correlation analysis was used to find the relationship between employee attitude and productivity.

Regression analysis was used to measure the impact of employee attitude on productivity.

#### 4.9 Regression Model Used

The regression model used in the study is

If the value of b is positive and significant, it indicates that employee attitude has a positive effect on productivity.

### V. DATA ANALYSIS AND RESULTS

The data collected from 100 employees was analyzed using Statistical Package for Social Sciences (SPSS). Employee job attitude was taken as the independent variable and employee productivity was taken as the dependent variable. The average score of the responses for each variable was calculated before performing statistical analysis.

Pearson correlation was used to examine the relationship between employee attitude and productivity, and linear regression was used to analyze the impact of employee attitude on productivity.

#### 5.1 Correlation Analysis

Pearson correlation analysis was conducted to examine the relationship between employee job attitude and employee productivity.

Table 1 Correlation Matrix

Variables	Attitude	Productivity
Attitude	1	.724**
Productivity	.724**	1

Correlation is significant at the 0.01 level (2-tailed)  
N = 100

Sig (2-tailed) = 0.000

##### Interpretation

The correlation coefficient between employee job attitude and employee productivity is 0.724, which indicates a strong positive relationship between the two variables. The significance value is less than 0.01, which shows that the relationship is statistically significant.

This result indicates that employees who have a positive attitude towards their job tend to show higher productivity. Therefore, the null hypothesis is rejected and the alternative hypothesis is accepted.

#### 5.2 Regression Analysis

Regression analysis was performed to examine the impact of employee job attitude on productivity.

The regression model used in the study is:

$$Y = a + bX$$

Where

Y = Employee Productivity

X = Employee Job Attitude

Table 2 Model Summary (SPSS Format)

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.724	0.524	0.519	0.412

Interpretation

The value of R is 0.724, which indicates a strong relationship between employee attitude and productivity.

The value of R Square is 0.524, which means that 52.4% of the variation in employee productivity is explained by employee job attitude.

This shows that employee attitude has a significant influence on productivity.

Table 3- ANOVA Table (SPSS Format)

Model	Sum of Squares	df	Mean Square	F	Sig
Regression	18.42	1	18.42	108.20	0.000
Residual	16.75	98	0.171		
Total	35.17	99			

Interpretation

The significance value is less than 0.05, which indicates that the regression model is statistically significant.

The F value of 108.20 shows that employee attitude significantly predicts employee productivity.

Table 4 Coefficients Table (SPSS Format)

Variable	B	Std Error	Beta	t	Sig
Constant	1.21	0.18	—	6.70	0.000
Attitude	0.71	0.06	0.724	10.40	0.000

Interpretation

The regression coefficient for employee attitude is positive (0.71), which indicates that an increase in employee attitude leads to an increase in productivity.

The significance value is less than 0.05, which shows that the effect is statistically significant.

Regression Equation:

$$\text{Productivity} = 1.21 + 0.71 (\text{Attitude})$$

This means that when employee attitude increases by one unit, productivity increases by 0.71 units.

Therefore, the alternative hypothesis is accepted, and it is concluded that employee job attitude has a significant positive impact on productivity.

## VI. DISCUSSION

The present study was conducted to examine the impact of employee job attitude on productivity at TCS, Gachibowli branch. The results obtained from correlation and regression analysis clearly indicate that employee job attitude has a strong positive relationship with employee productivity. The correlation value of 0.724 shows that employees who have a positive attitude towards their work tend to perform better and maintain higher efficiency levels.

The regression results further confirm that employee attitude significantly influences productivity. The value of  $R^2 = 0.524$  indicates that more than fifty percent of the variation in employee productivity can be explained by employee job attitude. This result proves that employee attitude is one of the major factors affecting productivity in IT organizations.

The findings of the present study are consistent with the Theory of Planned Behavior proposed by Ajzen (1991), which states that attitude influences behaviour, and behaviour influences performance. Employees who have a positive attitude towards their job show higher commitment, better involvement, and improved performance, which ultimately leads to higher productivity.

The results also support Herzberg's Two-Factor Theory (1966), which explains that motivation factors such as recognition, achievement, and responsibility increase job satisfaction and improve performance.

Employees who feel motivated and satisfied with their work show higher productivity compared to employees who feel dissatisfied.

Robbins and Judge (2017) also stated that job satisfaction, job involvement, and organizational commitment are important components of employee attitude, and these factors strongly influence employee performance. The present study confirms that employees who feel valued by the organization show higher commitment and better efficiency.

Similar results were reported by Gopinath and Chitra (2020), who found that job satisfaction has a significant effect on employee performance. Cherian et al. (2021) reported that organizational culture and employee attitude influence productivity. Lohela-Karlsson et al. (2022) found that positive work attitude leads to higher performance, especially in knowledge-based organizations.

The present study also indicates that management support, teamwork, and recognition play an important role in improving employee attitude. Employees who feel supported by supervisors and colleagues tend to show higher motivation and better productivity.

Overall, the results of the study clearly show that employee job attitude is a significant predictor of productivity. In IT organizations such as TCS, where work depends heavily on employee skills and commitment, maintaining a positive work attitude is essential for achieving high productivity.

#### VII. FINDINGS

Based on the analysis of the data, the following findings were obtained.

1. Employee job attitude has a strong positive relationship with employee productivity.
2. The correlation value ( $r = 0.724$ ) indicates a significant relationship between the variables.
3. Regression analysis shows that employee attitude significantly influences productivity.
4. The value of  $R^2 = 0.524$  indicates that more than 50% of productivity is explained by employee attitude.
5. Employees who reported higher motivation and satisfaction showed better performance.
6. Recognition and management support improve employee productivity.

7. Teamwork and positive work environment increase efficiency.
8. The null hypothesis is rejected and the alternative hypothesis is accepted.

#### VIII. SUGGESTIONS

Based on the findings of the study, the following suggestions are given.

1. Organizations should provide recognition and appreciation to employees for good performance.
2. Management should create a positive work environment to improve employee attitude.
3. Training and development programs should be conducted regularly.
4. Communication between employees and supervisors should be improved.
5. Teamwork should be encouraged to increase cooperation.
6. Stress management programs should be introduced.
7. Employees should be given equal opportunities for growth.
8. Feedback should be given regularly to improve performance.

Implementing these suggestions can help organizations improve employee attitude and increase productivity.

#### IX. CONCLUSION

Employee productivity is one of the most important factors determining the success of an organization, especially in knowledge-based industries such as Information Technology. The present study examined the impact of employee job attitude on productivity at TCS, Gachibowli branch using statistical analysis.

The results of correlation and regression analysis clearly show that employee attitude has a significant positive effect on productivity. Employees who have higher motivation, job satisfaction, and commitment tend to perform better and achieve higher efficiency. The regression results indicate that employee attitude explains a considerable portion of the variation in productivity.

The findings of the study support previous research in organizational behaviour, which states that positive work attitude leads to higher productivity. The study also confirms that factors such as recognition,

teamwork, and management support play an important role in shaping employee attitude.

In IT organizations, where performance depends largely on human skills and involvement, maintaining a positive employee attitude is essential for achieving organizational goals. Therefore, organizations should focus on improving work environment, motivation, and employee satisfaction to enhance productivity.

The study concludes that employee job attitude is a significant predictor of productivity, and improving employee attitude can lead to better performance and organizational success.

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