

# Study on Cognitive Process of Attitude and Behavior in Management Evolution

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**Abstract**—Employee attitude surveys provide improved levels of productivity and commitment by identifying the root causes of attitude in the workplace, allowing action targeted directly at those root causes. Efficiency in change the cognitive process attitude and behavior of an employee can be changed by work-culture and motivation, It improves in cognitive process of attitude and behavior of an employee, It Improves work content toward the organization goal.

**Keywords**—Cognitive; Employee Attitude Surveys; Information Acquisition; Information Evaluation; Problem Definition; Psychological; Reinforcement.

**Abbreviations**—Return of Investment (ROI).

## I. INTRODUCTION

ORGANIZATIONAL strategy and thus organizational direction has been thought to be the result of a deliberate, formalized planning process or event. During the planning process, top management sets official goals. These goals are then transferred down through the decision-making hierarchy through a process of "goal factoring", whereby the sub-units are given the means to accomplish the organization's goals. The foundation of this process lies in the well-known rational model of decision-making. The rational model applied to organizational strategy suggests systematic environmental analysis, assessment of internal strengths and weaknesses, explicit goal setting, evaluation of alternative courses of action, and the development of a comprehensive plan to achieve organizational goals.

"Cognitive Process of Attitude and Behavior in Management Evolution" theory of personality type based on the pairing of a person's perception and judgment tendencies. Perception involves all the ways of becoming aware of things, people, happenings, or ideas. It includes information gathering, the seeking of inspiration and the selection of stimuli. Sensing individuals utilize their five senses to gather information from the environment. Intuitive individuals tend to focus on possibilities, meanings, and relationships by way of insight and deductive thinking.

"Each human emotion mobilizes the mind and body to meet one of the challenges of living and reproducing in the cognitive niche. Physical things pose some challenges, and the emotions that deal with them, like disgust, fear, and appreciation of natural beauty work in straightforward ways. The problem in dealing with people is that people can deal

back. The emotions that evolved in response to other people's emotions, like anger, gratitude, shame, and romantic love, are played on a complicated chessboard, and they spawn the passion and intrigue that misleads the Romantic"

There are four main methods used for changing attitudes in performance interventions [Slater, 1989]:

1. Exposure Effect
2. Reinforcement
3. Persuasive Communication
4. Changing Viewpoints.

## II. EVALUATION OF GROUP COGNITIVE STYLE

A number of possible sources which might impact group cognitive style are suggested in the literature. One possible explanation of group cognitive style may be the approach taken by organizational demographics research and Cognitive Process of Attitude and Behavior in Management Evolution, which is a simple majority or average of individual cognitive styles represented in the group. For instance, if a group of four has three extraverts, the group may be an extraverted group, but if a group has two weak extraverts and two strong introverts, the group may be an introverted group.

Composite methods of the determination of group cognitive style are reflected in the following propositions:

**Phase 1:** The majority of individual cognitive styles will predict group cognitive style.

**Phase 2:** The average of individual cognitive styles will predict group cognitive style.

Group cognitive style might also be affected by the structure of the group. Two structural variables, status and roles, might have a strong effect on group cognitive style.

The status system within the group reflects the general pattern of social influence among group members and research has indicated that people with higher status speak more often and are spoken to more often than others. Because the highest status individual interacts more with others in the group, the group cognitive style may reflect the individual cognitive style of the highest status member of the group.

Research also indicates that the use of political influence tactics is strongly influenced by the distribution of power or the status of individual group members. In any group there are high-status members who have the power to influence others. It has been shown that when high-status individuals are present in a group, both high- and low-status members direct their communication to them. In the context of group decision making, information is exchanged through a communication structure which is dependent on the status of group members [Gladstein & O'Reilly, 1985]. Over time, the group, utilizing the communication structure, begins to formulate general agreement regarding decision behaviors that ought to be employed in processing available information and/or arriving at decisional choices. Group cognitive style as a reflection of the status of group members is reflected in Proposition [Myers & McCaulley, 1985] below:

**Phase 3:** The cognitive style of the highest status individual will predict group cognitive style.

Roles are also important in the group setting, and one role that can be found in nearly all groups is that of a leader. Research in the area of implicit leadership theories, relevant to emergent as well as to appointed and elected leaders, indicates that people apparently possess shared beliefs about leaders' behaviors and traits, which affect how they respond or behave toward a leader. Two types of leaders are suggested in the literature, task leaders and socio-emotional leaders [Nutt, 1984]. A task leader concentrates on task completion but may show little regard for the development and morale of group members while a socio-emotional leader focuses on being supportive and considerate of group members. Because the leadership role is so important in the group setting, it may impact the group cognitive style. Group cognitive style may be a reflection of the individual cognitive style of the leader.

**Phase 4:** The cognitive style of the task leader will predict group cognitive style.

**Phase 5:** The cognitive style of the socio-emotional leader will predict group cognitive style.

Group cognitive style may also, as suggested, be affected by the social interaction of group members. A strongly extraverted individual who dominates the social interaction in the group may lead to a group cognitive style which is a reflection of the individual cognitive style of that individual. If, for instance, the executive vice president of marketing completely dominates the discussion and decision process involved in deciding whether or not to enter a new market segment, other group members may not have the opportunity to contribute to the process. In this case, the group cognitive style might be a reflection of the most extraverted member of the group. The following proposition is suggested:

**Phase 6:** The cognitive style of the most extraverted individual will predict group cognitive style.

A relationship between individual cognitive style and social interaction variables and group cognitive style is proposed as a function of individual cognitive style of group members and social interaction processes. In order to further develop the model of strategic decision making and organizational direction, differences in the strategic decision process which may result from differences in group cognitive style will be discussed in the next section.

### III. EXAMINE COGNITIVE STYLE AFFECT THE DECISION PROCESS

The general proposition is that differences in group cognitive style will result in differences in the decision making process. The decision process is normally defined in terms of four stages:

1. Problem Definition
2. Information Acquisition
3. Information Evaluation
4. Choice.

In this section, each of these stages will be examined in relation to differences in group cognitive style.

**Problem Definition:** As discussed earlier, a problem can be defined on a continuum from operational to strategic. Strategic problems require strategic solutions which are long term decisions that determine the future direction of the organization. At the other end of the continuum, operational problems require operational solutions which include decisions concerning staffing, purchase or work methods. Intuitive managers defined problems in broad, global terms while sensing managers defined problems in terms of situational control, also found that more executives (those making strategic decisions) were more often intuitive than sensing, and supervisors (those dealing with operational, day-to-day decisions) were more often sensing than intuitive. This would lead to the following proposition:

**Phase 7:** Intuitive groups will define problems as more strategic than sensing groups.

**Information Acquisition:** Extraverts prefer acquiring and processing information through social interaction while introverts prefer to process information internally. This would indicate that extraverted groups would prefer to interact with individuals and groups outside their own group in order to gather and process information while introverts would prefer to process information internally, between group members. These preferences are reflected in Proposition [Ginsberg, 1990]:

**Phase 8:** Extraverted groups will gather more information from external sources, while introverted groups will gather more information from internal sources.

**Information Evaluation:** In order to evaluate information, group members must interact and communicate with one another. Two types of interaction or evaluation are termed expressive and instrumental. Expressive interaction is

characterized by affective or socio-emotional behaviors such as antagonism, affection, dependency, and support toward a fellow group member or toward the group. Instrumental interaction is characterized by asking for information and giving suggestions in problem-solving groups. The group cognitive style will determine the type of interaction which occurs in the group setting. A more thinking group would be likely to exhibit instrumental interaction during the evaluation process, while a more feeling group would be likely to exhibit expressive interaction during the evaluation process. Based on this, the following propositions are suggested:

**Phase 9:** Thinking groups will exhibit more instrumental interaction behaviors than feeling groups.

**Phase 10:** Feelings groups will exhibit more expressive interaction behaviors than thinking groups.

**Choice:** This stage of the decision process is characterized by selecting among alternatives. In terms of cognitive style, this primarily involves judgment versus perception. As mentioned above, judging groups would prefer order and structure during the decision process, while perceptive groups would prefer to continue to gather information rather than coming to a decision. This would indicate that judging groups would follow a more structured decision process than perceiving groups and that perceiving groups would utilize more criteria, develop more alternatives and take longer to come to a decision. These characteristics are captured in the following propositions:

**Phase 11:** Perceiving groups will use more criteria than judging groups.

**Phase 12:** Perceiving groups will develop more alternatives than judging groups.

**Phase 13:** Perceiving groups will take longer to make a decision than judging groups.

#### IV. IMPACT OF THE DECISION PROCESS ON THE TYPE OF SOLUTION

As discussed above, solutions can be characterized as either operational or strategic, and the definition of a problem as either operational or strategic would be related to the type of solution which is chosen. Therefore:

**Phase 14:** Definition of a problem as a strategic problem will result in the selection of a strategic solution.

**Phase 15:** Definition of a problem as an operational problem will result in the selection of an operational solution.

#### V. HYPOTHESIS

Effective function of an organization can be gained only by training the employees of an organization.

If the employees are not properly trained they have to face the following problems.

1. Quality of work is reduced.
2. Continuous supervision is required while the untrained employees are at work.
3. Work dedication will lack in the employees.

4. The concepts in which they work should be clear.
5. Lack of confidence in the work they perform.
6. Time takes to solve a problem would be greater.
7. Organization climate need to be maintained.
8. Employees should be aware of health and safety.
9. The employees will be outdated in the new emerging scenaneios
10. They do not know to utilize the resources in the right way.
11. Reduced quality of work.

The following hypotheses were framed for the research study.

**Hypothesis 1.** Discover the present level of performance and the performance that is actually required. In addition, find out the "why." That is, what is causing the gap.

**Hypothesis 2.** Investigate the problem or performance initiative and see how it supports the mission statement.

**Hypothesis 3.** Determine tools that should help improve the employee attitude and behavior.

**Hypothesis 4.** To find out the employees opinion towards the frequency of the training they prefer.

**Hypothesis 5.** Analysis of attitude and behavior of employee in management evaluation which make an efficient technique towards the management goal.

**Hypothesis 6.** Attitude and behavior of employee which make an environment for innovative growth of work process.

#### VI. RESEARCH METHODOLOGY

Research is an organized, systematic, data based, critical, objective, scientific inquiry or investigation into a specific problem, undertaken with the purpose of finding answers or solutions to it.

Research is a process of finding solutions to a problem after a thorough study and analysis of the situational factors.

Research comprises a series of steps designed and executed, with the goal of finding answers to the issues that are of concern to the organization in the work environment.

First step in research to know where the problem area exists in the organization and to identify as clearly and specifically as possible, the problems that need to be studied and resolved.

Once the problem is defined, the steps can be taken to gather information, analyze the data and determine the factors that are associated with the problem and solve it by taking the necessary corrective measures.

It can be stated that research is a systematic and organized efforts to investigate a specific problem encountered in the work setting, needs a solution.

##### *Quantitative Approach*

This involves the generation of data in quantitative form which can be subjected to rigorous quantitative analysis in a formal and rigid fashion. This approach further sub classified into inferential, experimental and simulation approaches to research.

Inferential approach purpose is to form a data base from which to infer characteristics or relationships of population. This means survey research where a sample of population is studied to determine its characteristics and it is then inferred that the population has the same characteristics.

Experimental approach is characterized by much greater control over the research environment and in this case some variables are manipulated to observe their effect on other variables.

Simulation approach involves the construction of an artificial environment within which relevant info and data can be generated. This permits an observation of the dynamic behavior of a system under controlled conditions.

In our project we have adopted Inferential Approach in quantitative Approach in obtaining the employee opinion. We have considered a group of employees who bears the designation Assistant Manager and below.

### ***Qualitative Approach***

Qualitative Approach to research is concerned with subjective assessment of attitudes, opinions and behavior. Research in such situations is a function of researcher's insights and impressions, such an approach to research generates results either in non quantitative form or is the form which are not subjected to rigorous quantitative analysis. Generally, the techniques of focus group interviews, projective techniques and depth interviews are used.

### ***Sampling Techniques***

In our research we have taken unrestricted or simple random sampling. Among employees who belong to Asst Manages and below, samples are chosen randomly and their opinions are obtained.

## **VII. PERFORMANCE ANALYSIS TOWARDS ATTITUDE AND BEHAVIOR**

Performance is focused behavior or purposeful work that is, jobs exist to achieve specific and defined results (outputs) and people are employed so that organizations can achieve those results. This is performed by accomplishing tasks.

Gilbert (1998) said that performance has two aspects -- behavior being the means and its consequence being the end.

Managing performance has the dual purpose of 1) arranging situations (environment) so that employees can do their best and 2) growing the employees by educating, enlightening, and appreciating them. Its purpose is to achieve specific and defined results from people so that the organization can achieve its goals and objectives.

It is much easier to fix situations by making structural changes to the organization, rather than trying to fix or change people. These include such means as changing reporting relationships, enlarging the job, improving a process, or opening lines of communication.

Once performance barriers have been removed, employees can be educated, enlightened, and appreciated.

This assumption is based on the premise that most employees try to do their best. They prefer harmony over conflict, action over inaction, and productivity over delays (Farson, 1996). We often refuse to believe this as most studies on human behavior are performed on people when they are not at their best, such as in school, clinics, or prison. Thus, most studies on human behavior are performed in the process of trying to "reform" people.

The two most noted researchers on studying people when they are at their best are Carl Rogers and Abraham Maslow.

Rogers described a healthy person as fully functioning. One of Rogers' theories is the Actualizing Tendency -- the built-in motivation present in every life form to develop its potentials to the fullest extent possible. It is not just about survival, but also that all creatures strive to make the very best of their existence. If they fail to do so, it is not due to lack of desire, but rather of other conflicts. Rogers also introduced Person Centered Therapy, in which all people have the potential to solve their own problems without direct intervention from a therapist (non-directive).

Abraham Maslow felt that the basic human needs were arranged in a hierarchical order.

He based his theory on healthy, creative people who use their capabilities to the fullest. First, our basic physiological, psychological, and self-esteem needs must be met. Once these are met, we strive for higher needs (Meta needs or growth needs). These include justice, goodness, beauty, order, unity, etc.

## **VIII. ANALYSIS OF COGNITIVE PROCESS ATTITUDE AND BEHAVIOR IN MANAGEMENT EVOLUTION**

The Cognitive process which affect each task of the employee and behavior process will change by environment. The Management need to analysis is generally called for when you want to improve a part of the organization (look for needs) or to fix a problem that someone has brought forth. Both are generally fixed in the same manner. There are four performance improvement needs: Business, Job Performance, Training, and Individual. When performing an analysis, it is best to take a long term approach to ensure that the performance improvement initiative ties in with the organization's vision, mission, and values. Here our analysis is to estimate the cognitive process level of behavior and attitude and that connects each need with a metric to ensure that it actually does what it is supposed to do. This is best accomplished by linking performance analysis needs with our total score for each category should be in the "Favorable" range for the anticipate success in conducting a useful assessment [Gilad & Gilad, 1986].

The first two categories – Understanding of Expectations and Organizational Citizenship – are critical for conducting as assessments which provide basic understand of the employee needs.

In Understanding of Expectations Category the mean value which is favorable determination.

Mean	3.225	Mean Percentile	62.92%
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*Organization Citizenship:*

Mean	3.880	Mean Percentile	52.00%
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Here the percentile of the organization citizenship which provides the value 52 % which less than 60 % and need to improve the organization citizenship value by providing the proper analysis and training.

The Category: Work Content which provide the work value and how for the employee get stratified the work content. Here the average mean of work context among the employees which provide the value 3.130 and mean percentile is 65.50%.

Mean	3.130	Mean Percentile	64.50%
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The last three categories – Employee Engagement, Work Content, and Organizational Issues – are critical for initiating process improvement activity.

The Category: Organization Pay which provide the result of favorable and that change tactical value of employee attitude and behavior. Here the Organization employee get stratified the Organization Pay and still need to improve toward the goal of 100 %. Here the average mean of organization pay is among the employees which provides the mean value 3.890 and mean percentile is 51.83%.

Mean	3.890	Mean Percentile	51.83%
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It state for an effective start at process improvement would have the scores for these categories in the “Favorable” range.

The Category: Job Security which provide the result of favorable and that change tactical value of employee attitude and behavior. Here the Organization employee get stratified the mean value of 4.942 but overall mean percentile is low 34.30. The organization need to concentrate on job security. The job security category is unfavorable.

Mean	4.942	Mean Percentile	34.30%
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In any category, those scores not in the favorable range indicate that you must do some groundwork for the organization’s efforts or process improvement to be successful. It needs to focus according to the following level.

- Business Needs are linked to Results or Impact (level 4)
- Job Performance Needs are linked to Behavior (level 3)
- Training Needs are linked to learning (level 2)
- Individual Needs are linked to Reaction (level 1)

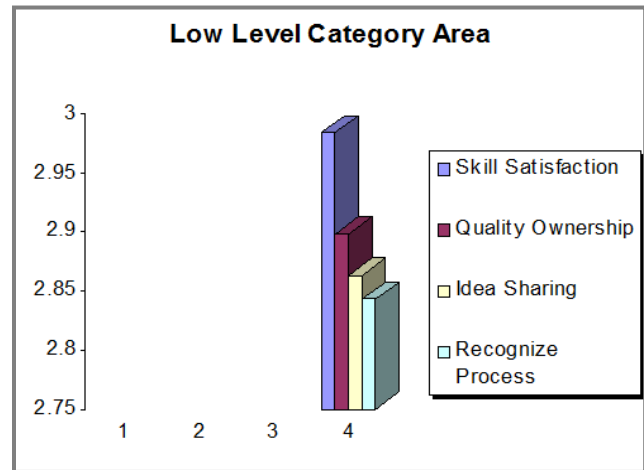
The analysis of the above result shows that the categories Culture and Organizational Issues are not in the “Favorable” range which need an assessment review.

By linking the analysis and evaluations models together, a total system concept is formed:

Analysis is performed to determine what is needed, thus it begins with a gap analysis: The "needs" of the organization minus the present performance level equals the gap.

The goal is to discover the present level of performance and the performance that is actually required. In addition, find out the "why." That is, what is causing the gap?

Once you understand the problem (gap), then you need to see how it fits in with the various levels of the organization. The chart below shows the basic outline of a Performance Analysis and how Phillips' Four Needs and Kirkpatrick's Four Levels of Evaluations link in with Rummler & Brache's Three Level Performance Framework.



Backwards planning or more specifically, backwards analysis should be used. That is, look at the broader goals of the organization and then work your way down to individual needs.

Here the following are need to focus to make all the

Skill Satisfaction	2.984
Quality Ownership	2.898
Idea Sharing	2.863
Recognize Process	2.843

Favorable which is link with the Cognitive Process of Attitude and Behavior in Management Evolution?

- Business Needs
- Job Performance Needs
- Training Needs
- Individual Needs

**Business Needs**

Investigate the problem or performance initiative and see how it supports the mission statement, leader's vision, and/or organizational goals, etc. Fixing a problem or making a process better is just as good as an ROI, if not better. Organizations that focus strictly on ROI are normally focusing on cost-cutting. And you can only cut costs so far before you start stripping out the core parts of a business. A much better approach is to improve a performance or process that supports a key organization goal, vision, or mission.

The goal is to make an impact or get some sort of result. So once you have identified the gap between present performance and the organization's goals and vision; create a level 4 evaluation (impact) that measures it -- that is, what criteria must be met in order to show that the gap has actually been bridged?

**Job Performance Needs**

While the first analysis looked at business needs, this analysis looks at the job performance needs and these two needs could slightly differ. The first need, business, often has a slightly more visionary or future look to it, while the job performance need normally looks at what is needed now. Thus, business needs often tend to be more developmental in nature, while job performance needs are normally more related towards the present. This is perhaps the most important need to look at as it links the performer with the organization. When analyzing job performance, you want to look at the entire spectrum that surrounds the job: processes, environment, actual performance verses need performance, etc, thus it often helps to divide the analysis into three groups: people, data, and things [Milliken & Vollrath, 1991].

To ensure you have captured the Job Performance Needs, the analysis must look at the Process Level and measure the Performance (Behavior) of the job holders.

Consider the table work content and organization pay which lead to how the employee attitude and behavior get changed by the organization pay policy if changed by the work context.

Some tools that should help are improved the employee attitude and behavior:

- Performance Gaps
- Analysis Information
- Jobs and Tasks
- Tasks
- Analysis Templates
- Various Approaches to Needs Analysis

Towards the employee attitude and behavior, after assessing the business and job performance needs, you should have a pretty good ideal of what needs to be fixed and future requirements. Analyze your findings and then start making plans for any needed performance interventions, such as training and development, job aids, coaching and mentor programs, process improvement, etc.

**Training Needs**

While Phillips named this part of the analysis Training Needs, a better term might have been Performance Intervention Need. That is, you need to think beyond training, and determine what type of performance intervention will actually bridge the performance gap. As you assess the performance for any needed interventions, look at the Job/Performer requirements, that is, what the performer needs to know in order for the performance intervention to be successful. In addition, look at how you are going to evaluate any learning requirements (level 2). It is one thing to determine the learning needs (skill, knowledge, & self system [attitude, met cognition, etc.]), but it is quite another thing to ensure that those requirements actually take place.

**Individual Needs**

The Individual Needs Analysis is the identification of the target population. While this is closely related to the Training

Need above, in that they both look at the Job/Performer Level, Individual needs go a little bit deeper. It ensures that the performance intervention actually conforms to the individual requirements. For example, in the Training Needs analysis, it might be determined that the job holders need to learn a new process. In this need analysis, the target population is looked at more closely to determine the actual content, context, and delivery method of the performance intervention.

In the Training Needs analysis, you look at learners as whole; while in this need analysis you look at them as individually as possible to determine Job/Performer levels. In addition, you want to determine how well this analysis was carried out by using a level one evaluation -- Reaction. Throughout the training industry this evaluation is also known as smiley sheets -- how well did the learners like the performance intervention. This is entirely the wrong thing to measure as it does not matter if the learners like it or not. What matters the most is, "does it actually help them to improve their performance?" Thus, it needs to go beyond smiley sheets and actually measure their self-system.

Culture means two different things:

- High art, discernment, and taste, such as the "opera."
- Ritual, tradition, and ethnicity.

The first meaning came out of the French Enlightenment, the second out of the German Romantic movement. Franz Boas brought the German usage to America and planted the idea that culture is what sets people free from their nature. It is the first part of our culture acquisition device, with the other parts being language and manual dexterity. Here manual dexterity which is affects,

1. There is consistency between our organization’s view of teamwork (how much people are encouraged to communicate and cooperate with each other) and that established during a process assessment (e.g., collaboration, consensus decisions, etc.).
2. There is consistency between the way goals, tasks, and role assignments are currently defined and the way they’re expected to be defined when beginning a process improvement effort for the culture as mention above graph

The Three Level Frameworks (Rummler & Brache, 1990).

	Goals	Design	Management
Organizational Level	Organization Goals	Organization Design	Organization Management
Process Level	Process Goals	Process Design	Process Management
Job/Performer Level	Job Goals	Job Design	Job Management

There are normally three levels in an Organization:

- **Organizational Level** - strategic, design/structure, and deployment of resources
- **Process Level** - process improvement and reengineering interventions

- **Job/Performer Level** - coaching, performance management, and training interventions

The Three Performance Needs that must be met at each of the Three Levels are:

- Goals - specific standards or expectations that customers have for products or services
- Design - configurations that enables goals to be met efficiently
- Management - practices that ensure goals are up-to-date and are achieved

Combining the three levels of organizations with the three performances needs results in nine performance variables (see the above matrix). Failure to manage these nine performance variables will lead to a failure to manage the business holistically. Thus, every performance improvement effort must be viewed through this matrix. The majority of managers simply do not understand the variables that influence organization and individual performance. They are not aware of the 'performance levers' that they should be pulling and encouraging others to pull.

### **Organization Level**

The organization is part of an economic system. It responds to the marketplace, competition, fluctuating resources, etc. The survival of the organization depends upon its ability to adapt to the demands of this external system.

### **Organization Goals**

At the organization level, goals are strategic in that they identify the organizations:

- Product and Services
- Market (customer)
- Competitive Advantage
- Priorities
- Organization Design

The design of an organization allows the goals to be met. The main tool used is a relationship map which looks at the flows among major groups, rather than specific activities. That is, it creates a broad picture of the organization. The map is constructed by identifying the various units, functions, departments, or individuals expected to participate in or impact the process [Mintzberg, 1990].

The relationship map is used to help understand how the work is currently getting done so that "disconnects" can be discovered and fixed. Disconnects are missing, confusing, unneeded, or misdirected inputs or outputs.

### **Organization Management**

Once the goals and design or structure has been identified, then the organization needs to be managed in four dimensions:

- **Goal** - Manage function sub goals so that organization goals get accomplished.
- **Performance** - Getting customer feedback, tracking actual performance, comparing the performance to

set targets, taking corrective action where needed, and resetting goals.

- **Resource** - Manage people, equipment, and money.
- **Interface** - Manage the "white space" between the various functions or business units

When looking at the performance gaps, there are five layers that need to be looked into:

- **Learners:** What needs to take place to bring about a change in skills, knowledge, or attitudes.
- **Context:** These are the experiences that allow the learner to grow. This growth comes from understanding.
- **Content:** This is the information that the learner must absorb or identify so that a task may be accomplished.
- **System or Process:** These allow the flow of business. From the learners perspective they may be an impediment or a helper. If a process is considered an impediment by the learner, then either the learner or the process has to change.
- **Infrastructure:** These are normally the technologies and physical environment that must be manipulated by the learner to accomplish a task. Learning to manipulate a technology or physical object is a hard skill, while working with others in an Infrastructure is normally considered a soft skill.

### **Process Level**

The Process Level is considered the pivotal link between organization and individual performance. This level usually offers the greatest opportunity for improvement. Outstanding employees cannot improve their performance levels if poor processes are in place.

If you want to understand the way work gets done, to improve the way work gets done, and to manage the way work gets done, processes should be the focus of your attention and actions.

A process is a series of steps designed to produce a product or service. It should be seen as a value chain, that is, each step in the process should add value to the proceeding steps.

### **Process Goals**

Since processes are the vehicles through which work gets produced, goals must be set for each one. These goals are derived from three sources: organization goals, customer requirements, and benchmarking information.

### **Process Design**

Once the process goals are set, the process needs to be structured (designed). This should be a logical, streamlined path so that the goals may be effectively and efficiently achieved.

Often, new insights become apparent when you see how tasks relate to a series of events. Building a task and event

relationship is called Process Definition. Being able to understand and define the process has several advantages:

You can better understand how individual and group efforts affect other groups and individuals.

You can discover barriers that exist between work groups. These barriers are obstacles that get in the way of cooperation and performance.

Work is accomplished through processes and we improve performance by improving processes. Examining a process can highlight a glaring problem that could easily be fixed.

## IX. CONCLUSION

Based on the finding in this study we summarize our contribution:

Analysis of attitude and behavior of employee in management evaluation which make an efficient technique towards the management goal.

Attitude and behavior of employee which make an environment for innovative growth of work process.

Forward and backward analyses are more effective analysis techniques.

Representation and historical analysis data are effective and used in the future study of an employee

Though we have analyzed Cognitive Process of Attitude and Behavior in Management Evolution based on one organization, I suggest that the efficiency of the analyzing technique based on the work-environment, Sensing, Intuitive, Thinking, and Feeling of employee towards an organization.

I found that Understanding of Expectations Average, Organizational Citizenship Average, Work Content, Organization Pay, are in the sufficient level of satisfaction for employee it need to concentrate to make favorable manner on the following areas of Job Security , Feedback Culture, Skill Satisfaction, Quality Ownership, Idea Sharing, Recognize Process

During this study I constrained to study based on time, some of the important constructive of Cognitive Process of Attitude and Behavior in Management Evolution.

I suggest that the efficiency of the analysis technique be also based on:

- The Three Level Framework
- Attitude analysis Methodology
- Behavior analysis Methodology

It need to improve change according to the Business Needs, Job Performance Needs, Training Needs, Individual

Needs the process need to improve on the following category Skill Satisfaction, Quality Ownership, Idea Sharing Recognize Process.

The following specific enhancement can be made in the analysis I have used:

- Efficiency in change the cognitive process attitude and behavior of an employee can be changed by work-culture and motivation.
- It improves in cognitive process of attitude and behavior of an employee.
- It Improves work content toward the organization goal.

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