

Employees' Attitudes towards Jobs: Does Work Attires Matter?

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Abstract

Work attires have been considered as one of the ways to decipher an organization's culture. Precise definitions of attires vary among organizations. Irrespective of these differences, many people believe wearing work attire will lead to employees to take greater pride in their work therefore they are motivated to provide better service or other positive organizational outcomes. This research aimed to examine the impact of employees' perceived work attire attributes on their attitudes towards jobs. It involved employees from various service organizations in Yogyakarta. Out of the 150 distributed questionnaires, only 147 were usable. Findings of the research showed the work attire attributes of characteristics and appearance positively influenced the employees' job attitude while the attribute of function did not.

Keywords: work attire, organizational culture, perception, ethics

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1. INTRODUCTION

Culture has been characterized by many researchers as "something to do with the people and unique quality and style of organization" (Kilman et al., 1985 in Kim Jean Lee, S., & Yu, K., 2004), "the way we do things around here" (Kim Jean Lee, S., & Yu, K., 2004), or the "expressive non-rational qualities of an organization". Pettigrew (1979) introduced the anthropological perspective of culture and presented how related concepts like "symbolism", "myth" and "rituals" are relevant in organizational study. The notion of "culture" is often associated with exotic, distant peoples and places, with myths, rites, foreign languages and practices. Researchers have observed that within our own society, organization members similarly engage in rituals and pass along corporate myths and stories (Lund, 2003). Though, organizational culture may be defined as the shared basic assumptions,

values, and beliefs that characterize setting and are taught to newcomers as the proper way to think and feel, communicated by the myths and stories people tell about how the organization came to be the way it is as it solved problems associated with external adaptation and internal integration (Schein, 2010; Zohar & Hofmann, 2012).

The evidence of service organizations showed that interaction between front-line staff and the customer is crucial as they aim to create high quality service encounters (Nickson, et al, 2005). The front-line staffs play important role in an organization as their first position to meet the customers. According to Karl et al, (2013) significant shifts have occurred over the past decade in what is viewed as acceptable workplace attire. Although traditionally formal with suits and ties, workplace attire became more casual in the late 1990s with the boom of hi-tech and dotcom firms (Parnes, 2001). Moreover, ambience and company image play an essential role in affecting a customer's satisfaction, yet staff uniforms are also a substantial factor in the overall impression of an establishment (Yeh et.al, 2013). Besides, employees who do not like their uniform due to color, style, or fit can have a very negative influence on customer satisfaction levels (Sheehan, 2003). As stated by Cho (2001) when the customer likes the staff, the staff has more power in the sales interaction. Customers in different age groups may have different perceptions in clothing. If the clothing type of the staff is similar to the clothing type that customer prefers to wear, the customer will have a more positive attitude toward the staff.

Bragg (1994) suggests that, when compared to traditional business attire, dressing casually eases tensions, improves communication between management and employees, and instills a sense of togetherness in organizations. However, according to Monty (2006) several employers attempt to avoid any challenges by establishing a uniform for their employees. While this may create a more neutral environment, it may also cause problems. In addition to considerations for gender, religious or disability considerations, uniforms may also place a burden on employees. The two unwritten rules that most employees who interacted with clients were expected to follow were (1) keep it neat and (2) dress to match the client's attire. As stated by Sabath (2008) in Kiddie (2009) suggests that "the real definition of business-casual dress is wearing clothes that will allow professionals to represent their organizations if they are called to a last-minute client meeting, without feeling obliged to apologize for their appearance," and other literature agrees with that general standard (Edelstein, 1998; Miller, 1999 in Kiddie, 2009). Furthermore, by the early 21st century, however, many businesses started to agree that it was necessary to establish new dress codes (Kiddie, 2009). A debate began about productivity. Some companies earlier claimed that they saw an increase in productivity after allowing their employees to dress more casually and quoted 1999 surveys that proved that "companies that embraced casual business attire enjoyed a 40 percent increase in productivity" (Wood & Benitez, 2003).

In Indonesia, government employees are obligated to wear specific attire in a scheduled time. That also implies that government also considers that work appearance plays important role in a workplace. However, some businesses also applied similar policy as well, for instance in hospitality, retail and food and beverages industry. This study purposed to investigate how work attire could impact employee's perceptions and attitudes in the workplace. The attributes of this research is more on how work attire has impact on the employees performance and self-perceptions of creativity, productivity, friendliness, trustworthiness and authoritativeness and competence especially on service business who has very intense interaction with the customer.

2. LITERATURE REVIEW

2.1. Roles of Work Attire

Service business has a characteristic that appearance, as a first impression, is essential of the entire service. However, the quality of the service itself is the most important thing for the customer. Nelson & Bowen (2000) asserted that appearance is a powerful design component that helps create an impression. Attractive people are considered to be more sociable (Lennon & Miller, 1984 in Nelson & Bowen, 2000) and more accomplished at task (Lapitsky & Smith, 1981 in Nelson & Bowen, 2000). In organization point of view, work attire either formal or informal indicates cultural communication, which can include announcements, memos, rituals, stories, dress, and other forms of communication (Gibsons et.al, 2012). Cardon & Okoro (2009) believed that from the business perspective, employees who are well-dressed are able to build better impressions with colleagues, clients, and customers. Many companies create dress codes in order to gain the benefits of professional look.

Studies show that uniform generally represents principal aspect of establishment brand identity (Solomon, 1986 in Nelson & Bowen, 2000). In addition, it means that uniform could be implemented within the organization to enforce corporate identity. During the daily service, company that applies work attire for the staff enables the customers or guests to distinguish the employees. Therefore, it is easier for the customer who want to request or complain as they can notice the employees easily. There is a clear connection between the employees with the environment or a community. The common theme of this text is that attire affects how one is perceived by others, and that clothing can be used as a tool to communicate and influence the perceptions of others in the workplace (Peluchette, Karl, & Rust, 2006 in Cathelain, 2015).

In this research, there are three main attributes of the work attire that were adopted from previous research. In terms of the attribute function of the work attire, the construction tends on how the work attire will represent the organization. Moreover, the standards of dresses in an industry, or in the broader social

environment, are likely to have some effects on dress in an organization because organizations are open systems that are influenced by their environment (Schein, 2010). Rafaeli and Pratt (1993) supported that when employees of an organization wear particular attributes, the associations triggered by these attributes may effect attributions to the organization. The characteristic of work attire attribute also becomes one of important focus since it relates to the attitude of the employees during the service period and could also influence the customer perception towards the organization. Some findings shown that in a hospitality industry, uniforms should show for function more than identifying employees. Employees' appearance plays a role in maintaining morale and building self-esteem. Employees' self-perception about their work attire or image can contribute to attitudes while interacting with guests (Fussell, 2002). Besides, Adomaitis and Johnson (2005) found that flight attendants' behavior changed when they wore different uniforms, appearance attribute also related to employees' differences to nonemployees in an organization. Rafaeli and Pratt (1993) termed the extent to which employees stand out from nonemployees as "conspicuousness," and proposed that greater conspicuousness would lead to greater compliance by service employees. Moreover, employees will perceive the increase of sense of belonging and pride to the organization and in terms of group cohesion, uniform may contribute to raise productivity and strengthening morale.

2.2. Corporate Culture and Ethics

Corporate culture is a managerial approach that involves the use of strategic developments through a variety of managerial practices. This practice is necessary to develop the ability of employees to do their responsibility. On the other hand, culture also drives employees to develop their creativity. Through trainings, benchmarks, reward and appraisal systems and other procedures, employees are expected to develop their abilities at work for improving their performance. One of the tangible creations of culture is clothing and it is certainly distinguishing one culture to others. In terms of organizational culture, Goby (2011) states that more frequently, organizations have a strong strategic initiative and see workplace attire as a key component in establishing or reinforcing supportive, open, friendly, or even fun organizational culture.

Clothing as a cultural creation contains various symbols such as colors, shapes, patterns and various other additions. Each attribute also symbolizes a certain role that could drive pride for anyone who wears it. Accordingly, it is believed that as a cultural symbol, clothing could increase positive attitude and behavior. In another viewpoint, an organization's culture is reflected in the actions and behavior of the staff. It is the shared social knowledge within an organization regarding the rules, norms, and values that form the attitude and behaviors of its employees (Colquitt et al., 2009). This definition emphasizes three essential points. First, organization's culture is learned and realized through the interactions of employees. Second, it illustrates the rules, norms, and values within an organization. Last but not least, it creates and fortifies definite employee attitudes through a system of

controls over employees (Colquitt et al., 2009). Schein (2010) proposed three levels of organizational culture: artefacts, espoused beliefs and values, and underlying assumptions. Artefacts represent the outer layer of culture and include rituals, language, myths, dress, and the organization of space. Rituals are the regular culture interaction models and normative manners formed in long-term culture activities. Also, they provide a code of conduct for certain situations, for instance in terms of language and dress code (Li, 2015). Gummato (2011) noted that workplace attire serves as a symbol to others and also influences their reactions to the wearer. Cardy (2012) investigated the notion of control and self-esteem in the workplace and found positive associations between these two variables and a preference for wearing professional clothing.

In terms of ethical point of view, it is important for organizations to implement dress codes that reflect their values and ethics. Workplace ethics culture comprises an informal control system of an organization, which encompasses the experiences, assumptions, and expectations of managers/ leaders and employees about how the organization prevents them from behaving unethically and encourages them to behave ethically (Kaptein, 2009). Moreover, Kiddie (2009) discovered that until the end of the 1990s, many companies seemed to function well without a clearly defined dress code. Values and ethics are considered as unique characteristics of an organization, which can be seen from the organization's vision and mission. Subsequently, organizations usually design attire that symbolizes their vision that actualized through color or form of the attire. Moreover, in recent years, organizations have used workplace attire in an attempt to more directly influence employee attitudes and behaviours and, in turn, reflect organizational values and in addition to the impact that workplace attire has on an organization's culture and brand image, it also influences employees' role execution within an organization (Peluchette & Karl, 2007).

2.3. Work Attire and Employee Attitude towards Job

Gibsons et.al (2012) defined that organizational culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and expectations. Workplace culture can be broadly defined as the understandings, behaviors, and symbolic forms including rituals, taboos, and myths, that are shared by members of a work organization (Reskin and Padavic, 1994). Taking this into account, workplace culture is a complex combination of both occupational culture (the ideologies and norms emerging from the job workers do) and organizational culture (the ideologies and norms emerging from the organization where workers do that job) (Dellinger, 2002). Furthermore, cultures within organizations can have positive or negative impact towards its employees. An organization's culture is positive if it helps improve productivity (Gibsons et.al, 2012).

According to Karl et.al (2013), people perceived themselves differently based on clothing they are wearing. Schneider (1973) in Karl et.al (2013) highlighted that people tend to form their own mental models concerning proper modes of dress and

the expected behavior congruent with those dress style. It also indicates that employees' work attire propriety could have an impact to the employees' work behavior. Sheehan (2003) reported that "If you're embarrassed to be seen in your uniform, chances are very high that you are not going to make an effort to be seen by the public, nor are you apt to go out of your way to assist a guest. Whereas, in hospitality industry, the employees' involvement to satisfy the customer needs is crucial, as the customers have right to make any judgments regarding to what experiences they perceived during the service time. The quality of service also becomes a matter to customer as they also rate it.

Another study by Kwon (1994) in Karl et.al, (2013) emphasized at the employees' feeling when wearing proper work attire that could make them look significantly more responsible, competent, knowledgeable, professional, honest, reliable, intelligent, trustworthy, hardworking, and efficient than when not so. Likewise, Nelson and Bowen (2000) claimed that inappropriate uniforms communicate to customers that the company is careless and inefficient. In addition, employees tend to fail at performing their jobs when they wear ill-fitting uniforms. Judge and Muller (2012) asserted that for example in job attitudes, employee attitude could be stated as a psychological tendency that is expressed by evaluating a specific thing with some degree of favor or disfavor. Therefore, the nature of attitude towards job is also defined as some evaluations of one's job expressing one's feeling toward belief about, and attachment to one's job.

2.4. Research Hypothesis

Nelson & Bowen (2000) stated that employees uniforms generally have a positive influence on customer satisfaction since specific uniforms worn by the employees could create a positive situation during service time. In addition, Mishra & Mishra (2015) stated that personal appearance choices do not only depend on an idea of individual existence, but also acknowledge dependence on the gaze of others for that existence to have meaning. Freedom of dressing then contributes to open cultural confrontation with others and with oneself. Peluchette & Karl (2007) explained that individuals have also used attire to accomplish certain objectives in their interactions with others. Other studies have found that individuals have used specific styles of clothing to accomplish workplace objectives, with formal business attire being used to enhance status and respect (Rucker, Anderson, & Kangas, 1999). According to Nelson & Bowen (2000) the uniform design or attire comprised of several variables which are the attributes of appearance, function and character. Uniform also suggested as a observable symbols that appeared as the concept of external identification of status and accountability of an organization. In some cases of service industry or hospitality, evidenced that dress can direct employees' behaviour to be more consistent with the goals and standards of behaviour established by the organization (Refaeli & Pratt, 1993). Based on the literature, it was believed that the uniform's effect on an employee's favourable job attitude would vary by position, based on the employee's interaction with the guest. Based

on these supported theories, this research propose three hypothesis statements as shown below:

- H1: The function of work attire positively influences the employee's attitude towards job.
- H2: Work attire characteristic positively influences the employee's attitude towards job.
- H3: Work attire appearance positively influences the employee's attitude towards job

3. METHODOLOGY

3.1. Survey Design

The objective of this study was to develop an understanding of the relationship between three independent variables of uniform design (appearance, function, and character) and the dependent variable of employee attitude toward the job that adapted from Nelson & Bowen (2000). Since services industry plays essential roles generally in Daerah Istimewa Yogyakarta, Indonesia, the respondents were the employees of service industry with similar characteristic, which is in, service industry assigned to have position of front desk, customer service, store staff, sales staff and other front liner staff. This study provides four variables that were distributed into questionnaire that uses various items of each construct. Selected respondents should answer each question on likert scale from (1) strongly disagree to (5) strongly agree. This study used a drop-off survey method, which combines features of the online survey methods. The respondents were instructed with the detail of the process before answering the questionnaire.

3.2. Research Methods

This research provided a descriptive statistical analysis to determine the data that would be analyzed yet it gave an overview or descriptive data seen from the mean value, standard deviation, variance and the analysis data of its respondents. Multiple linear regressions were used to predict the relationship between variables. In this multiple model, a straight line estimated the relationship between the dependent variable and the independent variable. Accordingly, the multiple linear regressions were used to determine the effect of independent variables towards dependent variable. This study used multiple linear regressions to determine the effect of each independent variable.

3.3. Measuring Variable

There are four main indicators that describe the variables. Follows are the constructs and the indicators of this study.

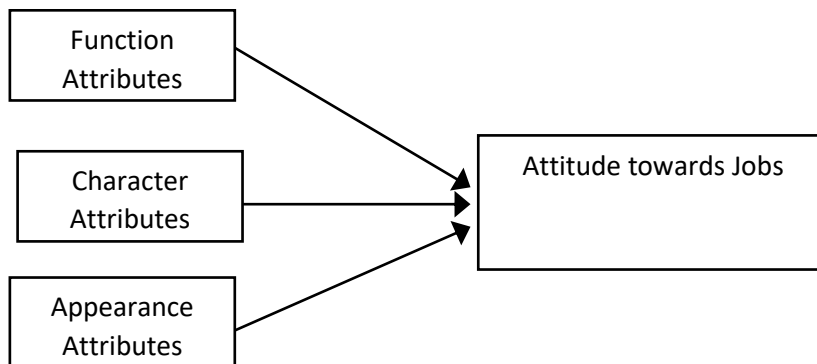
Table 3.1 Construct & Research Indicator

Construct	Research Indicator
Function	1. Easy to clean 2. Enables performance 3. Influences performance 4. Represents organization
Character	5. Represents position 6. Authentic concept
Appearance	1. Elicits positive behavior 2. Creates a role 3. Increases self confidence 4. Enhances credibility
Attitude toward the job	5. Enhances professionalism 1. Increase organizational-pride 2. Increase self-pride 3. Enhances self-belonging 4. Increase self-image 5. Increase organizational-image 1. Enhances work competency 2. Increase emotion 3. Increase cautiousness 4. Increase work commitment 5. Feeling of freedom 6. Enhances friendly attitude 7. Feeling of flexibility 8. Increase response 9. Increase self-responsibility 10. Enhance creativity 11. Enhance assertiveness 12. Feeling of power

Source: Adopted from Nelson & Bowen (2000)

There are three independent variables in this study. The first variable was function that consists of six questions regarding to the easiness to clean, easiness to perform, organizational theme fit and the authenticity of the design. In terms of character variable, questions are about positive behavior, self-confident, credibility and professionalism of respondents while wearing the work attire during operational time. Appearance variable assessed respondents' judgments on self and organizational pride, self-belonging and the image of organization as well as respondents. The last variable, which is the dependent variable, is attitude toward the job that consists of twelve questions about work competencies, emotion, cautiousness, respondents feeling toward freedom and friendly attitude and also assertiveness and power at workplace. The following figure will describe the framework model of this research.

Figure 3.1 Research Model



Source: Adopted from Nelson & Bowen (2000)

4. RESULT AND DISCUSSION

4.1. Demographic Analysis

This study was conducted to examine the impact of work attire (function, appearances & character) on employees' perceptions towards job. This study involved 147 respondents from the managerial to the operational staff of various service industries. The demographic profiles of the respondents are provided below.

Table 4.1 Profile of Respondents

Demographic Profile		Number of Respondents	Percentage
Sex	Male	85	58%
	Female	62	42%
	Total Respondents	147	100%
Ages (years)	20 - < 30	78	53%
	30 - < 40	59	40%
	40 or more	10	7%
	Total	147	100%
Work Experiences	0 - < 1 year	31	21%
	1- < 5 year	70	48%
	5 year or more	46	31%
	Total	147	100%
Position	Owner / Managerial	46	31%
	Staff Level	101	69%
	Total	147	100%
Company	Manufacture	15	10%
	Service	132	90%

	Total	147	100%
Uniform	Fabric Material	107	73%
	Ready To Wear	40	27%
	Total	147	100%

Source: (Data Analysis)

Table 4.1 is a summary of the characteristics of the respondents. As shown in the table, the sample comprised individuals of varied demographic information and backgrounds. Most of the respondents are male with 58 percent and 42 percent are female employees. More than 90 percent of the respondents are under forty years old. It might be because of the characteristic of service industry, especially in the front liner that requires more interaction between front-line staff and the customer to create high quality service encounters. 48 percent of the respondents also already worked for the companies for around 1 to 5 years, 31 percent already worked for more than 5 years, and the rest are under 1 year. Respectively, 61 percent of the respondents are operational staff that is mostly from service industry (90 percent of the respondents). Lastly, interestingly, most of the respondents (73 percent) stated that the company provides fabric material for the uniform and only 27 percent gave them a ready to wear uniform. That supposedly indicated that most of the companies tried to minimize the cost by only giving the material to the employees with the uniform design pattern.

4.2. Descriptive Analysis

Table 4.2 Descriptive Analysis

Descriptive Analysis				
Item	N	Mean	Std. Dev	Category
F1	147	3.93	1.12	High
F2	147	3.41	1.16	High
F3	147	3.54	1.16	High
F4	147	3.96	1.18	High
F5	147	3.05	1.33	Average
F6	147	3.74	1.27	High
C1	147	4.35	1.08	Very High
C2	147	3.71	1.15	High
C3	147	3.36	1.29	Average
C4	147	3.52	1.23	High
C5	147	3.54	1.21	High
A1	147	3.80	1.14	High
A2	147	3.64	1.17	High
A3	147	3.71	1.22	High
A4	147	3.47	1.10	High
A5	147	3.67	1.14	High

Source: (Data Analysis)

According to the table 4.2 on the descriptive analysis of the independent variables, most of the items are categorized as “high” based on the interval scale used in this study. However, there were some exceptional in the “represent position” item that are categorized as “average” indicating that the uniform that they wear did not actually represent the position in the working environment. On the other words, the uniform defines the employees equally. Furthermore, employees consider that uniform is proven to elicit their positive behavior during working time, as shown in the table as “very high”. However, they seemed did not think that wearing uniform will increase self-confidence as it is considered as “average”.

Table 4.3 Descriptive Analysis

Descriptive Analysis				Category
Item	N	Mean	Std. Dev	
AJ1	147	3.24	1.22	Average
AJ2	147	2.76	1.10	Average
AJ3	147	3.76	1.17	High
AJ4	147	3.53	1.24	High
AJ5	147	2.98	1.19	Average
AJ6	147	3.35	1.23	Average
AJ7	147	3.05	1.19	Average
AJ8	147	3.24	1.10	Average
AJ9	147	3.54	1.22	High
AJ10	147	3.09	1.11	Average
AJ11	147	3.28	1.16	Average
AJ12	147	2.78	1.22	Average

Source: (Data Analysis)

According to the table 4.3 on the descriptive analysis of the dependent variables, most of the items are categorized as “average” based on the interval scale used in this study. The employees did not perceive that the uniform they wear would increase their competencies and emotion towards job. Similarly, most of the respondents felt that uniform do not represent freedom or flexibility of expression, since when they wear uniform, they have to maintain their positive behavior, supported by what were stated in the previous analysis. Moreover, they did not think that wearing uniform would enhance their friendliness and response. Interestingly, uniform was not perceived as an instrument to increase creativity, assertiveness or power. This result might indicate that in operational level, the importance of following order or job description are essential.

4.3. Regression Analysis

Table 4.4 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8207,948	3	2735,983	62,688	,000 ^b
	Residual	6241,167	143	43,645		
	Total	14449,116	146			

a. Dependent Variable: attitude toward jobs

b. Predictors: (constant), appearance, function, character

Source: (Data Analysis)

The results of multiple regression analysis with a significance level of 0.05 indicated that the variable function, character and appearance simultaneously affected the attitude toward the job. This was implied by the significance value of $0,000 < 0.05$. Thus, it can be concluded that all the variables consisting of function, character and appearance had a positive significant effect on attitude toward the job. This result supported the previous finding asserting that there is a significant linear relationship between the design components (appearance, function, character, and comfort) used to create mandatory uniforms and attitude toward the job of employees who wear those uniforms (Nelson & Bowen, 2000). The uniform worn by the respondents evidently had an effect of attitude towards job, especially increase their cautiousness of work and self-responsibility so it will also affect the work commitment of the respondents.

Table 4.5 Hypothesis Testing Result

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,774	2,559		2,647	,009
	Function	,177	,168	,089	1,053	,294
	Character	,468	,188	,255	2,492	,014
	Appearance	,967	,171	,476	5,666	,000

Source: (Data Analysis)

According to the statistical test on the regression model, this study found that with the coefficient of the Function variable was 0.177 and the t-count was 1.053 smaller than t-table = $t(\alpha / 2; df) = t(0.025; 143) = 1,977$ with a significance level of $0.294 > 0.05$. It means that partially the Function variable does not affect Attitude toward job, therefore **H1 is unsupported**. This result reported that regardless the function of the uniform, respondents still felt comfort and could maintain good attitude, ethics and professionalism during service time. It means that whether or not they wear uniform, they are still well-performed, and the uniform did not seem functionally help them to do their daily job.

Based on the results of the regression model, this study showed that the regression coefficient of the Character variable was 0.468, the t-count was 2.492 greater than t-table = $t(\alpha / 2; df) = t(0.025; 143) = 1,977$ with a significance level of $0.014 < 0.05$. It means that partially the Character variable has a significant positive effect on Attitude toward the job, therefore **H2 is supported**. This finding showed that uniform Character was able to increase the professionalism and also work responsibility of the respondents, as well as their self- confident and credibility. The respondents felt more productive and more professional during their working time. Furthermore, this is essential to provide a specific uniform that is appropriate and easy to wear for the employees to enhance their daily performance.

The regression model of this research also indicated that the regression coefficient of the Appearance variable was 0.967 with the t-test was 5.666 greater than t-table = $t(\alpha / 2; df) = t(0.025; 143) = 1,977$ with a significance level of $0,000 < 0.05$. This showed that partially the Appearance variable has a significant positive effect on Attitude toward the Job, therefore **H3 is supported**. It was proven that appearance of the uniform was able to create positive attitude toward the jobs. Yet, it is important to provide a set of uniform that might be fashionable and represent the corporate culture and image. It is reported that respondents felt more confident and friendly to the customer since a well design uniform will eliminate the status barrier between staff and the customer (Karl, et.al, 2013). It also indicates that employee will ethically behave towards the customer. The overall results of the regression analysis show that partial regression between character to attitude toward job results 2.492 with a beta of 0.255 and appearance to attitude toward job results 5.666 with a beta of 0.476. Due to this finding, it can be concluded that the appearance variable is the most dominant factor since it has a greater value than the character variable with beta far from zero.

5. CONCLUSION

Work attire is the essential part of the company image or signature. However, resulted from the research finding, there are more considerations in the decision of providing uniform to the employees. Firstly, uniform function representing easiness to wear, the function, and the authenticity of the workplace did not seem to have a significant effected on the employees' attitude toward the job. As supported by previous research, by Nelson & Bowen (2000), the character and the appearance of the uniform did affect the attitude toward job. Secondly, uniform character representing about positive behavior, self-confident, credibility and professionalism of respondents was significantly effect on the employees' attitude toward the job. And lastly, the uniform appearance that comprise of perceptions of organizational pride, self-belonging and the image of organization was also significantly effect on the employees' attitude toward the job. As stated on the previous research that uniforms may have a significant effect on all employees, and not just those who interact with customers. It also suggested that uniform design consideration must be weighed against the potential negative effect on employees' attitude of a poor uniform choice. Moreover, since the appearance variable was the dominant factor, it is also essential to consider uniform as an integral part of an organization or company as it could also increase the image by enhancing the organization presentation, corporate culture and could contribute to the self-confidence in serving the customer. Once the employees feel confident, they would perform well and be motivated as it was believed that a clothing, a cultural symbol, could increase positive attitude and ethical behavior. Based on the finding, appearance was the dominant factor, therefore, the decision to provide more comfortable uniform material and fashionable design representing the value and company image were suggested to implement. It was relevant to service provider or company to regulate or create policy to arrange the use of uniform in public service.

The limitations of this study are that the respondents were not specifically representing an industry and there were also many different models of the uniform that were not discovered. Similarly, the managerial and operational levels were not equally distributed. Future research is suggested not to measure various industry but more specifically to limited industry. Besides that, it is suggested to relate the variable attributes not only to perception toward job but also to employees' work performance.

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