

Understanding the Impact of Employees Attitude on Organizational Performance. A Study of Selected Service Firms in Rivers State

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Abstract: This study examines the relationship between employee's attitude and organizational performance in service firms in port rivers state. A well structured questionnaire was used to obtain data from 200 residents. Statistical package for social sciences (SPSS) version 23.0 was utilized for data analysis. The study made use of description analysis to analyze the demographic characteristics of the respondents while regression analysis was used to analyze the hypotheses stated in the study. Finding from the analysis suggested that attitude is responsible for performances, as employee's attitude measures used in the study was found to have a positive significant effect on organizational performances. It was concluded that attitude of workers should early be detected if an organization wishes for long-term growth and performances as this has the capacity to increase the profitability, survival and growth of the organization or liquidate the firm. It was recommended among others that organizations should motivate employees so as to put up a positive attitude to work as this have been discovered as factor affecting performance.

Key Words: Employees Attitude, Organization, Performance.

I. BACKGROUND TO THE STUDY

Businesses are closing down daily due to both lack of understanding of the workings of the business environment, competition, globalization and inability to manage its essential resources. The failure to comprehend this factors posses even a larger threat at the long run to firms. More specifically, an understanding of the essential resource of the organization (employees) is wholesome. Employees are the lifeblood of any enterprise, understanding their behaviors and attitudes towards works and organization is a thing of concern to any management. Employee's attitude at any given time has the tendency of affecting both their performance and that of the organization .Attitude comes as a reaction to some factors in the organization which fail to satisfy employees need. Allport (1935) saw an employee's attitude as a mental state of readiness, organized through experiences, exerting directives or dynamic influences on the individual response to all object and situations to which it is related. Attitude is composed of affect (a feeling), behavior (an action) and cognition (belief). An employee's attitude is related to his level of satisfaction, motivation, training and development, culture, and commitment. The employee's attitude towards the overall commitment towards the organization is directly

connected to job satisfaction and loyalty. According to Pickens (2005), the success and failure of any enterprise is conditioned by the attitude of its motivated, committed, trained and satisfied employees with its business processes .

Also Nickell, (2003), recognized the importance of employees in the organization and went further to advocate for a closer look at their attitude, as this has the capacity to influence organizational performance. A less motivated ,un-loyal ,less committed and unsatisfied worker is thus ,undesirable to organizational well-being as this factors might have a ripple effect in the organizational performance. Also Eagly and Chaiken (1998) observed that an attitude is a psychological predisposition which is shown as a result of comparing one entity with some level of favor or disfavor .This suggest that peoples behavior and reactions in an organization towards achievement of a goal, is as a function of their believe and perception of organizational commitment towards satisfying their personal needs.

In an effort to establish what prompts employees attitude towards achievement of an enterprise objective, Milman (2002) suggested the following as the predictor of employees attitude , factors such as job satisfaction, commitment, motivation and training & development. Thus this was supported by the view of Saari (2000) who posited that Communication, motivation, job satisfaction, and Commitment are the key predictor of workers attitude in the organization.

Attitude illustrate the manner an employee feels in a given situation, which to an extent includes an employee's feelings, his reaction towards his employer, his co-workers and his position within the organization. All employees have attitudes toward their working environment, role, goal, organization, task, co-workers, leadership and processes in which work is organize. Thus, it could be positive or negative to the health of the organization. While this might be true, Senn and Hart, (2009), opined that a daily evaluation of workers attitude is essential for increasing productivity.

Management can resort to different form of incentives to promote good workers attitude at the work place. According to Leonard (2018), a clear understanding of factors that impact on employees attitude, will aid management to tackle

issues of negative team morale, poor efficiency and stagnant growth which affects the organizational performance.

Research Problem

Generally, there has been a global changes in the business sphere which ranges from high competition to other economic variables .This implies that there is need for organizations to be mindful of the strategies they adopt to remain competitive. All facet of the enterprise must be functional to ensure effective implementation of strategies. This instance lays emphasis on effectiveness, that systems and processes in the organization be applied in the right way to the right things: to achieve results. Majority of the service firms in rivers state are winding up due to inability to stand this high competition in the industry .The inability of the firms to realize the behaviors and attitude of their labor force has contributed to the inefficiency of most organizations. In most cases employees attitude in this firms affect their productivity in many ways and often without the consciousness of the employees themselves. Workers with negative attitudes can ruin and derail the profitability of the organizations. While attitude predictor's factors like commitment, loyalty, motivation, engagement etc can improve performances, negative attitude such as lateness to work, absenteeism, laziness, theft etc can lead to poor performance of organization. This is true as noted by Msiza (2012) , who is of the opinion that , positive employees attitudes create value to the firms otherwise the system which looks perfect in papers turn out with no fruit.

However, for some years now it appears employee's attitude has not been managed well in this service firms from the brief chat with some of the employees of this organizations, hence the reason behind the shortfalls in organizational performances. Thus, it is base on this , the researcher set to investigate the effect of employee's attitude on organizational performance.

Objective of the Study

The study's objectives include:

1. To examine the effect of employees commitment on organizational performance in services firm in rivers state
2. To examine the impact of employees job satisfaction on organizational performance in services firm in rivers state.
3. To examine the effect employees engagement on organization performance in services firm in rivers state.

Hypotheses of the study

1. Employee's commitment has no effect on organizational performance in services firm in rivers state.

2. There is no significant relationship between employee's job satisfaction and organizational performance in services firm in rivers state.
3. There is no significant effect between employees engagement and organizational performance in services firm in rivers state

II. LITERATURE REVIEW

Concept of attitude

The most visible behavior in any organization is the attitudes of the employees towards any situation or performance. Employees act and react to a particular way as a result of his satisfaction or dissatisfaction on a particular situation, object, process or even leadership. In organization, a worker tends to put up a positive attitude when they are happy and satisfied. Attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a workers response to co-worker, objects and situations (Fishbein and Ajzen (1974). This suggest that employees exhibition of a particular behavior and reactions to both object , situation and people at the work place is as a function of how he/she feels internally which may be positive or negative . A positive feeling implies satisfaction, readiness to do some work enthusiastically while negative denote dissatisfaction and un-fulfillment which results to insubordination ,lateness , absenteeism , low performance etc. it is simply a hypothetical construct representing an individual's degree of like or dislike for an item. According to (Bagherian et al. 2009) it is generally positive or negative views held by a person about, place, thing, situation, idea or event.

Employee's commitment

Employee's emotional feeling of wanting to stay to contribute to the success of an enterprise is wholesome for every business organization. According to Northcraft and Neale (1996), commitment is seen as an attitude reflecting an employee's loyalty to the organization, and an ongoing process through which employees show their concerns for the organization and its continued success. Workers are said to be committed to the organization when they continually exact effort whether intrinsically or extrinsically motivated or not. The key variable is loyalty and willingness. To Porter (1968) , the concept commitment entails willingness of workers to exercise higher efforts on behalf of the organization, a strong desire to stay in the organization, and accept major goals and values of the organization. Thus workers commitment is shown in their willingness to take up roles without much instruction, on behalf of their management. Also employees commitment to management is shown in perform as per the standards expected and those which meets the organizational objectives, goals and interests. As declared by Dey (2012) commitment of employees is shown in the level of employees attachment to their organization.

Job satisfaction

Job satisfaction is one of the most researchable topic in organizational behavior. Employees have various attitudes or perception about many aspects of their jobs, their careers, and their organization. According to Locke (1960), Job satisfaction is the feelings of contentment which seems to be positive and pleasurable employees holds with respect to their job. The resultant effect of these positive feelings motivates employees to exact energy to improve performance. Employees tend to be satisfied with their job when they perceive the essential things they want from job are being made available to them. Furthermore, in a study conducted by Hagedorn (2000), he posited that when a employees have feeling of high level of achievement, is deeply engaged, and is properly rewarded by recognition, responsibility, and salary, job satisfaction is improved. However, there are some factors influencing employee's job satisfaction, such as attitudes towards job satisfaction, work situation, dispositional and cultural influences and the work itself (Saari and Timothy 2004). Thus, as noted by Siegel and Lane, (1974) Job satisfaction is critical for organizations seeking to develop and retaining productive workers to increase organizational performance.

Employees Engagement

Allowing workers to exercise their skills and initiatives is one of the new trends in organization this days. Employees want to be part of the success story of the organization as they feel a sense of belongingness for contributing their quarter in the organization. According to Kahn (1990) employee engagement is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. This implies that there is a level of satisfaction and motivation when employees perceive management are empowering them and allowing them to exercise their initiative both in decision making and on their job. as noted by studies conducted by (Bernerthet et al. 2007; Mauno et al. 2007) ,Presently, organizations need employees who are engaged in their work, who are more proactive, more initiative and give best quality of service to the customers especially in service firms .

III. METHODOLOGY

The study was conducted in rivers state. It made used of a well structured questionnaire to obtain data from 222 employees of some selected service firm which was determined using the Taro Yamane formula from the total population of five hundred (500) employees, out of which, only two hundred (200) were found useful for further analysis. The questionnaire was structured in five (5) sections (Section A – E). Section A compose the demographical variables of the respondents, Section B contains five (5) vital questions on employees attitude , Section C contains relevant questions on employees commitment , Section D contains relevant questions on employees job satisfaction and Section E

contains relevant questions on employees engagement .Data was analyzed with the help of SPSS 23.0. Descriptive analysis was used to analyze the demographical characteristics of the respondents while Pearson Moment Coefficient Correlation and simple regression was utilized to test the three hypotheses in the study.

Table 1 Demographical respondent on Gender

Variable		Frequency	Percentage
Gender	Male	120	60
	Female	80	40
	Total	200	100

Table 2: Demographical respondents on Age

Variable		Frequency	Percentage
Age	25 – 38	55	27.5
	38 – 48	75	37.5
	Above 48 Years	70	35
	Total	200	100

Table 3: Demographical respondents on Marital status

Variable		Frequency	Percentage
Marital	Single	62	31
	Married	128	64
	Divorced	10	5
	Total	200	100

Table 4: Demographical respondents on Educational qualifications

Variable		Frequency	Percentage
Educational Qualification	NECO/WAEC	25	12.5
	OND/NCE	45	22.5
	B.Sc/HND	75	37.5
	M.Sc/MBA	55	27.5
	Total	200	100

Table 5: Demographical respondents on Years of experiences

Variable		Frequency	Percentage
Duration	1 – 5 Years	45	22.5
	6 – 10 Years	90	45
	Above 10 Years	65	32.5
	Total	200	100

Source: Field Survey, 2020

From the table above, out of 200 respondents 120(60%) are male while the remaining 80 (40%) which suggest that male dominate the organizations. Also 55(27.5%) of the respondents are between age 25 and 38, 75(37.5%) of the respondents are between age 38 – 48, 70(35%) of the respondents are between age 48 and above. This suggests that

matured people dominate this organization and are above 38 years of age. Furthermore, 62(31%) of the respondents are single, 128(64%) of the respondents are married while the remaining 10(5%) have lost their partner. This suggest a large proportion of the respondents are married. Academically, 25(12.5%) of the respondents have have either NECO or WAEC. 45(22.5%) of the respondent possess Ordinary National Diploma (OND)/National Certificate in Education (NCE) certificate, 75(37.5%) of the respondents possess Bachelor of Science (B.Sc.)/Higher National Diploma (HND) certificate while the remaining 55(27.5%) of the respondents have Masters of Science (M.Sc.)/Masters of Business Administration (MBA) certificate. This suggested that good number of the respondents is B.Sc/M.Sc certificate holder. This also implies that the selected organization is dominated by more educated people. Furthermore, on the number of years each respondent has spend in the organization, 45(22.5%) of the respondents have been working in this organizations between a year and 5 years, 90(45%) of the respondents have been working in the organization between 6 years and 10 years while 65(32.5%) of the respondents have been working in the organization over 10 years ago. This suggested that greater part of the respondents have spent between 6 years and 10 years in the organization, which means that the workers in these organizations are experienced people.

Hypothesis One: Employee’s commitment has no effect on organizational performance in services firm in rivers state.

The objective is to examine the effect of employee’s commitment on organizational performance in services firm in rivers state

Model		Coefficients				t	Sig.
		Un-standardized Coefficients		Standardized Coefficients			
		B	Std. Error	Beta			
1	(Constant)	3.256	.482		6.749	.000	
	Employees commitment	.672	.051	.697	13.172	.000	

a. Dependent Variable: organizational performance

R = 0.697; R² = 0.485; Adjusted R² = 0.483; Sig = 0.000; F Stat = 173.491

Table 6 gives an explanation on the results of the regression analysis. The analysis disclose that there is a significant effect of employees commitment on organizational performance in services firm in rivers state; (R = 0.697; R² = 0.485; Adjusted R² = 0.4832; Sig = 0.000). These indicate that of the variation of organizational performances; employee’s commitment is responsible for 48.5%. Also, the F-values statistics (173.491) shows that the overall equation is significant at (Sig. level=0.000; P< 0.05). Therefore, the null hypothesis (H₀) which states that commitment has no effect on organizational performance, will be rejected

Hypothesis two: There is no significant relationship between employee’s job satisfaction and organizational performance in services firm in rivers state.

The objective was to examine the impact of employees job satisfaction on organizational performance in services firm in rivers state.

		Correlations	
		Job Satisfaction	Organizational performance
Job Satisfaction	Pearson Correlation	1	.520**
	Sig. (2-tailed)		.000
	N	200	200
Organizational Performance	Pearson Correlation	.520**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.05 level (2-tailed).

Pearson correlation Value of hypothesis is 0.520 (52%). It shows that there is a strong and positive relationship between the dependent and independent variables with r value of 0.520(52%) with significant level of 0.000 which is greater than 0.05 (5%).therefore, it is concluded that there is a significant relationship between Employees job satisfaction and organization performance . This implies that once employees are satisfied with their work, the feel motivated and exact more energy in ensuring that objective of the organization is achieve. Also it suggest that job satisfaction that contributed 52% percent in increasing productivity thereby reducing cost, increasing retention and increasing performance in the organization . Therefore, the decision would be to a reject the null hypothesis (H₀), which state that is no significant relationship between employee’s job satisfaction and organizational performance in services firm in rivers state.

Hypothesis three: There is no significant effect between employees’ engagement and organizational performance in services firm in rivers state.

The objective is to examine the effect employee’s engagement on organization performance

		Correlations	
		Employees Engagement	Organizational performance
Employees Engagement	Pearson Correlation	1	.441**
	Sig. (2-tailed)		.000
	N	200	200
Organizational Performance	Pearson Correlation	.441**	1
	Sig. (2-tailed)	.000	
	N	200	200

** . Correlation is significant at the 0.05 level (2-tailed).

Pearson correlation Value of hypothesis is 0.441 (44.1%). It shows that there is a moderate and positive relationship between the dependent and independent variables with r value of 0.441(44.1%) with significant level of 0.000 which is greater than 0.05 (5%).therefore, it is concluded that there is a significant relationship between employees engagement and organizational performance. this means that employees tends to be happy and put on positive attitude when management recognizes them and allow them to use their initiative while carrying out their task in the organization Therefore, the decision would be to a reject the null hypothesis (H_0), which state that there is no significant effect between employees engagement and organizational performance in services firm in rivers state and accept the alternate hypotheses .Thus this also signifies that employees engagement contributed 44.1% percent in trying to increase performances in the organization while the remaining 55.9% are by other factors not mentioned in the study .

IV. CONCLUSION.

The study set to investigate the impact of employees attitude on organizational performance .After much analyses findings from the study suggest that peoples attitude which was measured on (commitment, job satisfaction and engagement), have a great impact on the overall operation and performance of an organization . it is therefore , concluded that the attitude of workers should be early be detected if an organization wishes for long-term growth and performances as this has the capacity to increase the profitability , survival and growth of the organization or liquidate businesses . Furthermore, while the factors might also be put into consideration in increasing general organizational performance, the most crucial factor that can improve profitability, market share, product quality and quantity, is workers feelings and reaction to the entire operation, leadership and approaches and strategies used by the organization.

V. RECOMMENDATION

Based on the findings of this study, it is therefore recommended that:

1. Efforts should be made by organizations to motivate employees so as to put up a positive attitude to work as this has been discovered as factor affecting performance.
2. Organizational strategy before implementation should be communicated to workers. This is to

ascertain their feelings towards such strategy, as negligence of this can create a wrong attitude to work.

3. An attitude management program should be adopted throughout the organization. This will help in early detection and curtailment of bad attitude to work which will help in increasing performances.

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