

# EMPLOYEE WORK ATTITUDE AND JOB PERFORMANCE OF SELECTED TERTIARY INSTITUTIONS IN SOUTH-EAST NIGERIA

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ABSTRACT	ARTICLE INFO
<p>Employee work attitude refers to the feelings of an employee towards the organization, his co-workers, his work and his position within the organization which can enhance or limit the performance of the employee. Hence, the broad objective of this study was to ascertain the effect of employee work attitude on the job performance of selected tertiary institutions in South-East Nigeria. The specific objectives were to: Ascertain the extent work attitude has affected employee commitment in the selected tertiary institutions in Southeast Nigeria; Determine the extent work attitude has propelled employee effectiveness in the selected tertiary institutions in Southeast Nigeria; Find out how work attitude has affected employee timely workload completion in the selected tertiary institutions in South-East Nigeria. Three hypotheses were formulated in line with the objectives of the study. The study adopted the descriptive research design and survey method of data collection. The study's target population was 14028 non-academic staff of the University of Nigeria, Nsukka and Nnamdi Azikiwe University, Awka. The instrument for data collection was a structured questionnaire administered to 389 respondents from the two selected institutions. Data presentation was on tabulated frequency and statistical Mean Score. Hypotheses were tested using Linear Regression. The result indicates that work attitude positively affects employee commitment to work, effectiveness, and workload completion in the selected tertiary institutions in South-East Nigeria. The study, therefore, recommends that management of UNN, NAU and other tertiary institutions should design policies and strategies for employee career growth and development to improve on their commitment level in the institutions, improve on the physical and social work environment to enhance quality and quantity of task production, and should always involve the employees in decision-making and digitally profile their work processes to propel timely completion of tasks in the institutions, to build positive work attitude among the employees.</p>	<p><b>Keywords:</b>  <i>Employee, performance, tertiary institution</i></p> <p><b>Article History:</b>                      Received: 11 Oct 2023                      Accepted: 19 Nov 2023                      Available Online: 31 Dec 2023</p>



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## 1. INTRODUCTION

Employees are the most important resources of any organization and the effectiveness with which an organization can perform will depend to a large extent on how its employees can be managed and utilized. Onah (2008) noted that a manager or an employer, whether in the private or public sector, who underrates the critical role and underplays the importance of people in goal achievement, can neither be effective nor efficient. The attitude of some workers in organizations in Nigeria is no doubt a matter of concern to every positive-thinking person. According to Estacio and Wendell (2018), attitudes are the feelings that largely determine how employees perceive their environment, commit themselves to intended actions, and ultimately behave. It could be positive or negative, favourable or unfavourable (Cristina, 2015). Employee work attitude on the other hand is the feelings of an employee towards the organization, his co-workers and his position within the organization which may also be positive or negative, (Chithra 2018). Employee work attitude in terms of punctuality, good work culture, job commitment, job satisfaction, interpersonal relationships, timely completion of workload, efficiency and effectiveness etc., should aim to get each organization to improve on their clientele engagement, and effectively discharge their duties for improved performance and productivity. These will keep the employee and the organization happy and the goals achieved. All these positive attitudinal dispositions driven by the passion for the job should be effective enough and noticeable to beneficiaries, stakeholders and organizations in general. Employees with positive work attitudes help to improve the growth of the organization through their positive job attitude, whereas an employee with a bad attitude results in apathy to daily tasks and cares less about his environment. Fundamentally, employees in tertiary institutions are now finding it difficult to attain the expected height in performance as portrayed by their attitude to work. These accounts for their noticeable attitude of showing up to work late, being rude to customers and coworkers, high rate of absenteeism and other counterproductive behaviors that have links to organizational politics and poor motivation which reduces performance and productivity. In this regard, job performance involves an aggregate of employee

behaviours that have some expected value to organizations (positive or negative), which is seen from the dimensions like; task performance, contextual performance, counter productivity etc., (Campbell, 2012). Consequently, employee work attitude and productivity are more likely to be positive when employees are happy and engaged and disastrous when employees are unhappy with the attendant negative attitude to work and it always affects performance, (Gomathy et. al 2022), and these bring bad image to the organization. It is therefore, instructive that the work attitude of all employees be always propelled to the positive side in these tertiary institutions in Nigeria to make them increase their commitment to work, through improved performance, and to contribute effectively to organizational growth and achievement of the set goals of the institutions. As posited by Msiza (2012) the positive attitude of employees creates value for the organization, or else the system which looks perfect theoretically will turn out to have no bearing. It is against this background that the study examines employee work attitude and job performance.

### 1.1 Objectives of the Study

- To determine the extent work attitude has propelled employee effectiveness in the selected tertiary institutions in South-East Nigeria between 2015 - 2022.
- To find out the extent work attitude has affected employee timely workload completion in the selected tertiary institutions in South-East Nigeria between 2015 - 2022.

## 2. CONCEPT OF WORK ATTITUDE

Work attitude refers to how an employee assesses his work environment or how the employee reacts to his work environment. For performance to be high, it is instructive to have a good working attitude in workplace. According to Bagherian et al (2009), attitude can be positive or negative views held by a person about a place, thing, situation, idea or event. Melhim (2009), posits that having a positive attitude means taking and accepting decisions. Some Scholars maintained that attitude is an umbrella covering preferences, feelings, emotions, beliefs, expectations, judgments, appraisals, values, principles, opinions, and intentions (Onzima, 2011). Attitude lies between emotions and thorough process (negative or positive). Work attitude is the feelings and beliefs that determine how employee perceive his environment, commit intent actions and behavior. Velnampy (2007), states that attitude forms a mental set that affects the way we view something else and react to it, this impact on how we judge our surroundings at work. Work attitude is essential to achieve individual and organisational objectives through performance. Work attitude is a set of evaluations of one's work that constitute one's feelings toward beliefs about and attachment to one's job. Based on the definitions and understanding of attitude, it makes sense to conclude that how the employee behave in their workplace (satisfy or not) is dependent on the result of a summary evaluation of the condition of the activities observable in workplace environment. Therefore, the concept of employee attitude is made up of some indices (variables) such as job satisfaction attitude, organizational commitment attitude, job engagement attitude, job involvement attitude etc. These variables are noticeable in the employee commitment to work, employee efficiency and effectiveness, employee timely completion of workload, punctuality of the employee at the workplace etc. Therefore, in this study when we talk about work attitude, it means the total reaction of the employee to his work environment that affects his performance at work place. Work attitude has a direct effect on the performance of any employee.

### 2.1 Job Performance

Miller and Gordon (2012) states that job performance is a work related activities expected from an employee and how those activities were executed. According to Angeles, et al (2021), job performance is presented as probably the most important and studied variable in industrial management and organizational behaviour. Campbell & Wiernik, (2015) described job performance as individual behaviour or something that people do and can be observed, that generate value for the organization, and contributes to the organization's goals. Chernyshenko & Stark, (2005) approached job performance from the point view of an aggregate of employee behaviours that have some expected value to organizations (positive or negative) and can be classified into task performance, contextual performance and counterproductive performance. In line to the above, inefficient job performance is commonly associated with lower productivity, lower profitability, and lower organizational effectiveness (Okoye & Ezejiofor, 2013). Job performance is the total expected value to the organization of behaviour that an individual carries out over some time. In the words of Sahira Zaman, et al, (2014), job performance is the productivity level of individual employee work-related behaviours. Performance is an index to measure the ability of one position in a given task measured against accuracy, completeness, cost, and speed (Osawe, 2015). Job performance is made up of workload, commitment, efficiency and effectiveness. For an employee to achieve workload, showing commitment to organizational goals can be achieved by workers with the help of punctuality and obedience to achieve results within the required time frame. Work attitude to financial incentives, commitment and organizations goals result to punctuality at workplace, for rules and regulations to achieve result must reduce cost and enhance effective job performance. It is pertinent to note that job performance by employee remains the main focus of every manager in measuring who is qualified to be in the system or not as when the level deteriorates, it is understandable that the skill level of employee has reduced or dropped (Osawe, 2015). Performance is an effort aimed to achieve a purpose to determine how well an employee carries out his objectives.

### 2.2 Work Attitude and Employee Commitment

Bratton & Gold (2007) defined employee commitment as relative to the workers' attachment to or participation in the organizations in which they are employed. Maxwell & Steele (2008) posits that there is a relationship between work commitment and attitude and

behaviour in the workplace. Meyer & Allen (1997) as captured in Chung-Chieh & Chih-Jen (2013) describes it as multi-dimensional in nature, encompassing workers' loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization. Gonzdez & Garazo (2006), uses employee sluggishness in reporting to work, the level of employee absenteeism, and the way employee are remunerated for their work. Therefore, employee work attitude and commitment are the basis for delivery service and when positive, service will be high and when negative, service will be poor. Positive attitude at workplace is supposed to be the bedrock and foundation toward higher performance in established setting.

### 2.3 Work Attitude and Employee Effectiveness

Employee effectiveness is the capability of employees to produce a desired outcome in the best possible way, Srithongrun (2011). Work attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about and attachment to one's job, Judge et al (2012). Employee effectiveness is associated with the ability to achieve set goals, which also align with organizational goals. People who have a positive work attitude tend to be more motivated, focused, and engaged in their work and this can lead to increased productivity and better performance overall. They set higher goals, and are more likely to go the extra mile to accomplish tasks efficiently. An effective employee performs and delivers on expectations, and works well with others to contribute to organizational goals. In the view of Chad Brooks (2012), effectiveness can be improved through positive motivation and can be poor through negative motivation. An employee with a positive attitude is believed to be effective in job performance.

### 2.4 Work Attitude and Employee Completion of Workload

According to Harras et al (2020) workload is viewed as the number of tasks in a given period that includes numerous tasks for which high performance is required. For high performance to be present there must be positive work attitude to propel high performance. Workload according to Tomic & Tomic (2010) is the perceived pressure due to the amount of work and task heaviness. Heavy workload are experienced when an employee are not able to meet the task requirements as assigned by the employer or organization. Tomic & Tomic maintained that it is related to the individual work situation and the subjective perception of the employee (attitude).

### 2.5 Work Attitude and Job Performance

Work attitude may be positive or negative and performance may be high or low. People with a positive attitude can lift the spirits of their co-workers, which a person with a negative attitude can lower their spirits. Attitude may affect both the employee's work performance and the performances of co-workers. Generally, workers with good attitudes have stronger performance and workers with poor attitudes exhibit less than-superior performance urge. It is up to managers to monitor employee attitudes and address attitude problems such as negativity and laziness (Jones, et al; 2010). Attitude is the product of upbringing, including patterns of thought and ways of looking at the world that he has learned over many years from peers, parents, teacher's coaches and other adults (Mark, 2018). Managing employee work attitudes means managing expectations and contributions from employees and employers for effective job performance. This means what the employers expect from employees for their contributions towards organizational goals in return for the pay and other benefits that employees expect from the employers for their efforts towards achieving the organizational goals (Ile 2002). These expectations are anchored on the employment relationship between organization and employees. The employees must provide efforts and skills to do work (performance) for employer, while the employer must provide employee with salary/wage for agreed work done (Olajide, 2000). Employers expect workers to behave in a manner consistent with organizations mission and goals. Employee positive attitude towards maintaining high standards for work ethics usually creates a productive environment. More so in contract of employment, there is a relationship that employers have the obligation to pay the employees the agreed pay for duties and activities performed and to provide employees with the necessary job working tools. Also, employees have the obligation to perform the assigned duties by putting his efforts and develop skills to accomplish a given task in order to achieve the organizational goals (Ile, 2002). Attitudes affects behaviors in the work place, employers can promote good employee attitudes with good incentives and other rewards. Therefore, attitude is a psychological state-of-mind. It is the way a person thinks about situations, and it ultimately determines a person's behavior which affects performance.

### 2.6 Theoretical Framework

#### 2.6.1 Expectancy Theory

The study adopted expectancy theory as its framework as propounded by these theorists Victor Vroom, (1964) Ile, (2011), Tolman and Honzik (1930), Boorks (2003) and Steers et al., (1996). The theory suggests that individuals are motivated and rewarded for performing a particular task. This arises from choice among alternatives for the purpose to maximize pleasure and minimize pain. The theory states that employee's motivation is an outcome of how an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality). Expectancy is the belief that increased effort will lead to increased performance that is, if you work hard there will be increase in productivity and reward. A motivated employee is thus the product of the perceived level of satisfaction, the confidence to achieve, and the rewards that the employee hopes to receive on achieving the set goals. In other words, if promotions are only awarded based on seniority, then a new employee is unlikely to put forth effort that would otherwise get them promoted, since link between obtaining what they want and what is done is non-existent, therefore, instrumentality is low (Redmond 2010). An employee with a positive level of expectancy believes that exerting effort will result in a positive outcome for them. If the same employee has a high level of instrumentality, they would believe that their rewards (outcome) are based on job performance. In the same vein, if an organization offers rewards that the employee values (valence), such as promotions, bonuses, and/or other fringe benefits, then the employee would

be considered to be a motivated one, and will develop a positive work attitude. Therefore, if an organization wants their employees to put forth a certain level of effort, they will set up a reward structure with clear, defined goals and routine evaluation strategy which will naturally impel employees to develop positive work attitude. The implications of this theory to employee should be geared towards establishing and reinforcing regularity, punctuality, commitment, loyalty, initiative as pre-requisites in achieving goals. It implies that management should influence workers over their job, and take steps in making the idea operational (Oyedijo, 1995).

### 3. METHODOLOGY

#### 3.1 Research Design

The study adopted the descriptive research design. This was deemed appropriate for the study because it allows for easy determination of the behaviour of people in a natural setting and compares variables.

#### 3.2 Area of the Study

The locations of this study are the University of Nigeria, Nsukka and Nnamdi Azikiwe University, Awka, all in South-East, Nigeria. Tertiary institutions are set up to achieve set goals such as, positively developing human beings educationally, mentally and morally, and to confer certificates of academic excellence geared towards meeting societal needs and contributing to national development through high-level manpower training which requires high job performance disposition but presently is lacking in various institutions in Nigeria, which the selected tertiary institutions stand for. Therefore, the choice of the study area is a result of the personal close observation of the declining work attitude and poor job performance among non-academic workers of tertiary institutions, especially in south-east Nigeria, which needs to be addressed as soon as possible for a robust employee job performance.

#### 3.3 Sources of Data

The study depends on primary and secondary sources of data. The respondents were drawn from non-academic workers of University of Nigeria, Nsukka (UNN) and Nnamdi Azikiwe University, Awka (NAU) through questionnaire distributed. Text books, journals, official publications, internet sources and documents from UNN and NAU were consulted for the study.

#### 3.4 Population of the Study

According to Osuala (2013), the population of the study is the members of the universe; a group or subject with common and/or varying attributes which the researcher has chosen to get information from. The population of this study includes all the non-academic staff of the University of Nigeria, Nsukka and Nnamdi Azikiwe University Awka. The breakdown of the population of these institutions is shown below.

**Table 1.** Breakdown of Population of Study

S/N	INSTITUTION	NUMBER OF NON-ACADEMIC STAFF
1	University of Nigeria, Nsukka (UNN)	8,693
2	Nnamdi Azikiwe University Awka (NAU)	5,335
	Total	14,028

Source: Research Data, 2023

From the above table, the population of the two Tertiary institutions is fourteen thousand and twenty-eight (14028) non-academic staff.

#### 3.5 Determination of Sample Size

For the purpose of this study, Taro Yamane's (1967) formula was used to determine the sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

- n = the sample size
- N = the finite population
- e = level of significance (or limit of tolerable error 5% or 0.05)
- 1 = Unity (a constant).

Therefore, applying this formula to the present study, our finite population is 14028. We can then calculate the sample size from the total population we have thus:

$$n = \frac{14028}{1 + (0.05)^2}$$

$$n = \frac{14028}{1 + 14028 (0.0025)^2}$$

$$n = \frac{14028}{1 + 35.07}$$

$$n = \frac{14028}{36.07}$$

$$n = 388.9 (389)$$

Therefore, the sample size for the study is 389.

### 3.6 Sampling Technique

The stratified sampling technique was used initially to proportionally draw the number of respondents from the two universities. Hence university of Nigeria, Nsukka got 241 respondents while Nnamdi Azikiwe University got 148 respondents. Later on, the purposive sampling technique was used to draw the individual respondents such that different departments and cadre of staff were considered.

### 3.7 Method of Data Collection

Survey method of data collection was used in this study. This involves the systematic collection of data in a standardized form from an identifiable population. The method also allows for easy collection of data from large samples at the same time. The instrument used for data collection is the questionnaire. The questionnaire was drafted in Likert format, and copies were personally administered to elicit information from the respondents. The response patterns used in the questionnaire were Strongly Agree, Agree, No Comment, Disagree and Strongly Disagree.

### 3.8 Method of Data Analysis

The data collected in this study were presented and analyzed for better understanding and for valid conclusions. The method used for data analysis is mean statistics. The mean is calculated from the rating scale point made up of; Strongly Agree (5), Agree (4), Undecided (3), Disagree (2), Strongly Disagree (1).

This is shown below:

$$X = \frac{\sum fx}{\sum fn}$$

Where  $X$  = mean score

$f$  = Frequency number

$\Sigma$  = Sigma (sum of)

$X$  = Score

$N$  = number of score

$$\text{For example: } \frac{5 + 4 + 3 + 2 + 1}{5} = \frac{15}{5} = 3.0$$

## 4. DATA PRESENTATION AND ANALYSIS

**Table 1.** What extent has Employee Work Attitude affected Employee Commitment

S/N	ITEM QUESTIONNAIRE	SA(5)	A(4)	UND(3)	D(2)	SD(1)	TOTAL x	MEAN	DECISION
1.	Attachment level	58(290)	172(688)	20(60)	82(164)	57(57)	1259	3.2	Accepted
2	Punctuality rate	137(685)	163(652)	27(81)	54(108)	8(8)	1534	3.9	Accepted
3	Turnover rate	100(500)	114(456)	47(141)	95(190)	33(33)	1320	3.4	Accepted
4	Productivity level	137(685)	149(596)	8(24)	83(166)	12(1)	1483	3.8	Accepted
Grand Mean Score								3.6	Accepted

Source: Field Survey 2023

In table 1 above, the mean rating of work attitude on employee attachment level, employee punctuality rate, employee turnover rate and employee productivity level are all above 3.0, implying that the respondents agreed that work attitude affect highly all the four mentioned indices of employee commitment to job performance.



**Table 2.** What extent has Employee Work Attitude propelled Employee Effectiveness level

S/N	ITEM QUESTIONNAIRE	SA(5)	A(4)	UND(3)	D(2)	SD(1)	TOTAL x	MEAN	DECISION
1.	Work Quality	95(475)	141(564)	43(129)	65(130)	45(45)	1343	3.5	Accepted
2	Work Quantity	110(550)	151(604)	31(93)	79(158)	38(38)	1443	3.7	Accepted
3	Work Responsiveness	90(450)	143(572)	21(63)	97(194)	16(16)	1295	3.3	Accepted
Grand Mean Score								3.5	Accepted

Source: Field Survey 2023

Table 2 shows mean rating of work attitude on employee production of quality work, high volume of work production and employee responsiveness to task performance as above the 3.0. This indicates that the respondents agreed that work attitude has significant effect on production of quality work and high volume and total responsiveness to task performance. This shows that work attitude significantly affect employee effectiveness.

**Table 3.** What extent has Employee Work Attitude affected Employee Workload completion

S/N	ITEM QUESTIONNAIRE	SA(5)	A(4)	UND(3)	D(2)	SD(1)	TOTAL x	MEAN	DECISION
1.	Task Completion	98(490)	130(520)	54(162)	62(124)	45(45)	1341	3.4	Accepted
2	Task prioritization	126(630)	182(728)	25(75)	41(82)	15(15)	1530	3.9	Accepted
3	Meeting deadline	90(450)	151(604)	31(93)	79(158)	38(38)	1343	3.5	Accepted
Grand Mean Score								3.6	Accepted

Source: Field Survey 2023

In table 3 above, the mean rating of work attitude on task completion is 3.4, which is above 3.0 indicating that work attitude affect timely completion of task by employee. Also, the mean rating of work attitude on task prioritization is 3.9, showing that the respondents agreed to highly that work attitude affect prioritization of assigned tasks. The mean rating of work attitude on employee meeting deadline shows 3.5 pointing to the fact the work attitude has influence on employee meeting task deadline in the organization.

#### 4.1 Test of Hypotheses

The three (3) hypotheses formulated in section one to guide this study were tested using the linear regression statistics.

*Hypothesis one:* Work attitude does not significantly affect employee commitment to work in the selected tertiary institutions in South-East Nigeria.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.418 <sup>a</sup>	.175	.173	.72442

a. Predictors: (Constant), WORK\_ATTITUDE

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	43.043	1	43.043	82.021	.000 <sup>b</sup>
	Residual	203.092	387	.525		
	Total	246.135	388			

a. Dependent Variable: EMPLOYEE\_COMMITMENT

b. Predictors: (Constant), WORK\_ATTITUDE

Coefficients <sup>a</sup>					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	2.355	.142		.000
	WORK_ATTITUDE	.411	.045	.418	.000

a. Dependent Variable: EMPLOYEE\_COMMITMENT

The model summary of this test indicates that the correlation between Work attitude and employee commitment is ( $R = 0.418$ ). Also, the  $R^2 = 0.175$  indicates that 17% variation in the dependent variable (employee commitment) was explained by the independent variable (Work attitude). The ANOVA result shows that  $F=82.021$ ;  $P<0.05$  is statistically significant. Likewise, the unstandardized coefficient,  $\beta = 0.411$ ;  $t=9.057$ ;  $p<0.05$ ) implies that Work attitude is a statistically significant predictor of employee commitment. Therefore, we reject the null hypothesis which states that “Work attitude does not significantly affect employee commitment to work in the selected tertiary institutions in South-East Nigeria”.

*Test of Hypothesis two:* Work attitude does not significantly affect employee effectiveness in the selected tertiary institutions in South-East Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.361 <sup>a</sup>	.130	.128	.84384

a. Predictors: (Constant), WORK\_ATTITUDE

ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.200	1	41.200	57.859	.000 <sup>b</sup>
	Residual	275.571	387	.712		
	Total	316.771	388			

a. Dependent Variable: EMPLOYEE\_EFFECTIVENESS

b. Predictors: (Constant), WORK\_ATTITUDE

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.448	.165		14.814	.000
	WORK_ATTITUDE	.402	.053	.361	7.607	.000

a. Dependent Variable: EMPLOYEE\_EFFECTIVENESS

The model summary of this test indicates that the correlation between Work attitude and employee effectiveness is ( $R = 0.361$ ). Also, the  $R^2 = 0.130$  indicates that 13% variation in the dependent variable (employee effectiveness) was explained by the independent variable (Work attitude). The ANOVA result shows that  $F=57.89$ ;  $P<0.05$  is statistically significant. Likewise, the unstandardized coefficient,  $\beta = 0.402$ ;  $t=7.607$ ;  $p<0.05$ ) implies that Work attitude is a statistically significant predictor of employee effectiveness. Therefore, we reject the null hypothesis which states that “Work attitude does not significantly affect employee effectiveness in the selected tertiary institutions in South-East Nigeria”.

*Test of Hypothesis three:* Work attitude has no significant effect on employee completion of workload in the selected tertiary institutions in South-East Nigeria.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.448 <sup>a</sup>	.200	.198	.77137

a. Predictors: (Constant), WORK\_ATTITUDE

ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	57.744	1	57.744	97.045	.000 <sup>b</sup>
	Residual	230.272	387	.595		
	Total	288.015	388			

a. Dependent Variable: EMPLOYEE\_WORK\_COMPLETION

b. Predictors: (Constant), WORK\_ATTITUDE

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.174	.151		14.388	.000
	WORK_ATTITUDE	.476	.048	.448	9.851	.000

a. Dependent Variable: EMPLOYEE\_WORK\_COMPLETION

The model summary of this test indicates that the correlation between work attitude and employee completion of workload is ( $R = 0.448$ ). Also, the  $R^2 = 0.200$  indicates that 20% variation in the dependent variable (employee completion of workload) was explained by the independent variable (Work attitude). The ANOVA result shows that  $F=97.045$ ;  $P<0.05$  is statistically significant. Likewise, the unstandardized coefficient,  $\beta = 0.476$ ;  $t=9.85$ ;  $p<0.05$ ) implies that work attitude is a statistically significant predictor of employee completion of workload. Therefore, we reject the null hypothesis which states that “Work attitude does not significantly affect employee completion of workload in the selected tertiary institutions in South-East Nigeria”.

## 5. DISCUSSION OF FINDINGS

The findings of the study signifies that work attitude influences employee job performance to a great extent and when the attitude is positive, it significantly affects employee commitment, which boosts employee attachment level, punctuality rate, turnover rate and productivity level. But when negative, encourages absenteeism, poor clientele engagement, truancy and low productivity. The results reveal that employees of University of Nigeria, Nsukka and Nnamdi Azikiwe University, Awka, possesses work attitude that significantly propel workplace effectiveness that affect employee consistency in quality and quantity level of work production and responsiveness to assigned tasks which positively affect job performance. The study finally discovered that work attitude of employees of the above institutions significantly affect their task completion rate, task prioritization level and regularity in meeting work deadline. Therefore, some members of staff of UNN and NAU are willing and interested to improve on their job performance if the administrators of these institutions implement those factors that propel flourishing work attitude as the observable poor work attitude amongst the workers on job performance is as a result of the withdrawal and laize faire attitude of administrators on those factors, such as fair and

competitive wage, periodic review of employee salaries in line with the economic reality, recognition and reward of excellent performance, provision of good social and physical work environment etc, as it affects employees

### 5.1 Summary of Findings

This study specifically focused on the effect of employee work attitude on their job performance. The study was carried and the findings indicate that;

- Work attitude significantly positively affects employee commitment to work in the selected tertiary institutions in South-East Nigeria.
- Work attitude significantly positively affects employee effectiveness in the selected tertiary institutions in South-East Nigeria.
- Work attitude significantly positively affects employee completion of workload in the selected tertiary institutions in South-East Nigeria.

### 5.2 Conclusion

Based on the findings of the study, we therefore conclude that work attitude has a significantly positive affects on employee commitment to work, employee effectiveness, and employee completion of workload in the selected tertiary institutions in South-East Nigeria. More effort should be geared towards providing those factors that will boost employee attachment to work, task completion and turnover levels and employee responsiveness to work. It is instructive that proper monitoring through digital profiling of work processes will reduce poor performance in various tertiary institutions to eliminate manual work process.

### 5.3 Recommendations

The study, therefore, recommends that management of UNN and NAU and other tertiary institutions should improve on building positive work attitude among the employees. Specifically, they should improve on three aspects of work attitude that scored below the average of 50% (see table 4.1 - table 4.3). These include:

- i. Management should design policies and strategies for employee career growth opportunities, employee engagement, undiluted attitude of trust and reliance on employee by employer to improve on their commitment level in the institutions.
- ii. Management should improve on the physical and social work environment in the tertiary institutions, design adequate and regular training and development strategies for effective performance so as to enhance quality and quantity of task production, and
- iii. Management should always involve the employees in decision-making for clear understanding of tasks and to digitally profile their work processes (e-performance) to propel timely completion of tasks in these institutions.

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