

ATTITUDINAL FACTORS AND THEIR IMPACT ON THE CORPORATE PERFORMANCE OF SOME SELECTED FIRMS IN IMO STATE OF NIGERIA

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ABSTRACT

This study focused on Attitudinal Factors and their Effects on Workers' Performance with particular references to Nigeria Bottling Company Owerri, and First Bank of Nigeria Plc, Owerri; all in Imo State. The main objective of the study was to examine attitudinal factors and their effects on workers' performance. Others objectives of the study included to critically examine attitudinal factors and their effects on the quality of products produced by the workers; to examine attitudinal factors and their effects on organizations' corporate image; to evaluate attitudinal factors and their effects on organizations' profit level; to evaluate attitudinal factors and their effects on workers level of commitment to work, to examine attitudinal factors and their effects on workers level of involvement to their tasks; and to examine attitudinal factors and their effects on corporate survival rate. The study adopted a descriptive survey approach and it covered a population of 150 personnel drawn from different units of the two companies. Taro Yamane method was used to select a sample of 109 respondents from the population. Data used in the study were gathered using a five point Likert scale questionnaire and literary works of past scholars were extensively reviewed by the researcher in order to have an in-depth knowledge of the topic under discussion. Collected data were analyzed using Product Moment Correlation Coefficient. The critical value from the SPSS output for hypothesis one is 0.821 while it is 0.437 for hypothesis two and 0.460 for hypothesis three. The study found out that attitudinal factors have significant relationship with corporate performance; organizational image; profit level; workers commitment level; workers involvement rate; and corporate survival rate. The study concluded that attitudinal factors have significant impact on corporate performance; organizations' image; profit level; workers' commitment level; workers involvement rate; and corporate survival rate. It was recommended that Nigerian workers should establish a positive relationship in the organizations with respect to the enhancement of organizations' performance. It was also recommended that Nigerian workers should be devoted and dedicated to their work in order to improve their competence rate and efficiency on the performance of the organization. Nigerian workers should also be encouraged to build a positive relationship between the organization and the environment ensuring that corporate image is maintained and corporate survival assured.

KEYWORDS: Employees Attitude to Work, Performance, Corporate Image, Efficiency

Introduction

Background of the Study

Attitudes are other components of individual difference that affects behaviour, (Hellriegel and Slocum, 2004). Attitudes are relatively lasting feelings, beliefs, and behavioural tendencies aimed at specific people, groups, ideas, issues, or objects. They reflect an individual's background and experience, ((Hellriegel and Slocum, 2004). An attitude consists of an affective component (the feelings, sentiments, moods, and emotions about some person, idea, event, or object); a cognitive component (the thoughts, opinions, knowledge, or information held by the individual); and a behavioural component (the predisposition to act on a favourable or unfavourable evaluation of something, Hellriegel and Slocum, 2004). An attitude represents the interplay of a person's affective, cognitive, and behavioural tendencies with regard to something-another person or group, an event, or an issue. (Hellriegel and Slocum, 2004).

An attitude results in intended behaviour; this intention may or may not be carried out in a given circumstance, (Schermerh, Hunt, and Osborn, 2005). It is now a common phenomenon in many Nigerian organizations to see some workers sleeping on their tables in the office or indulging in gossips in and outside their offices when there are heaps of works in the office left undone. There is a common saying among workers that "this job is not my father's work". This is more pronounced when the job lacks responsibility (Hellriegel and Slocum, 2004). This attitude to work of most Nigerian workers is common in almost all organizations; be it private or publicly owned organizations. It is not uncommon to hear concerns expressed about someone's "bad attitude". These concerns typically reflect displeasure with the behavioural consequences with which the poor attitude is associated (Hellriegel and Slocum, 2004).

Attitudes are the mechanism through which most people express their feelings. For example, if a worker says that he is not properly and rightly paid, it indicates his feelings about pay and hence his attitude towards his work (Telsang 2009). For workers to perform above board, they need to hold a positive feeling about their jobs (Robbins 2009). A worker with a high level of job satisfaction holds positive feeling about a job, resulting from an evaluation of its characteristics. This positive feeling about the job makes the workers to derive job satisfaction from their work. It makes them to be more committed to the course of the organization.

Statement of the Problem

It is believed that the unsatisfactory output of work in terms of quality and quantity is as a result of the attitude of staff to work which has undoubtedly led to poor organizational performance. Workers poor performance results from low job satisfaction. (Hellriegel & Slocum, 2004). Hellriegel & Slocum (2004) went further to posit that "low job satisfaction can result in costly turnover, absenteeism, tardiness, and even poor mental health" .All these have gone a long way in affecting the quality of their work performed by the Nigerian workers.

Nigerian workers attitude to work has led to waste of man-hours which has resulted to low productivity among organizations. This view was supported by Robbins & Judge, (2001) who said that “happy workers are more likely to be productive workers, although it is hard to tell which way the casualty runs”.

Nigerian workers attitude to work has eroded organizations’ corporate image and goodwill which has resulted to poor corporate performance. In service organizations, customer retention and defection are highly dependent on how frontline employees deal with customers, Robbins & Judge (2009). This has affected the progress and integrity of the organizations.

Inability of the organizations to optimize corporate profit is a result of employees’ attitude to work especially when the employee was not involved in the designing of his job description in the organizations. The degree to which people identify psychologically with their job and consider their perceived performance level important to self worth makes them increase their efforts in the accomplishment of corporate goals (Robbins & Judge, 2009). Most organizations cannot compete favourably with their counterparts in the same industry because of the attitude exhibited by their workers who receive their due wages on monthly basis. It is allayed that most employees are not committed to the cause of the organization because of their non involvement in the designing of the tasks or jobs the employees perform. Managers are interested in the relationship between organizational commitment and job behavior because the lack of commitment leads to low turnover; Robbins & Judge (2009). This workers non commitment to the cause of the organization has greatly affected the chances of the organization surviving the fierce competitions in the highly dynamic business environment. The employees’ non involvement in the designing of the tasks assigned to them has affected the rate of satisfaction derived by the employee while discharging the task. Agulanna & Madu (2010) asserted that low level of job involvement had been associated with higher incidence of absenteeism and labour turnover and vice versa. It is feared that this has led to poor performance on the part of the employee; leading to the production of poor quality products which have grossly affected the public image and goodwill enjoyed by the organization from the consuming public. Margaret, (2015) opined that unfavourable attitudes in the form of low job satisfaction can result in costly labour turnover, absenteeism, tardiness, and even impaired physical or mental health; and this does not speak well about the image of the organization.

It is believed that the type of attitude exhibited by Nigerian workers is capable of undermining the survival rate of their organizations. As pointed out by Mullins (1999) that the discomfort felt when we act in a way that is inconsistent with our true beliefs is capable of undermining the progress of the organization. Most of these workers come to work at their own time and leave at any time they desire. Some of them at times abandon their officially assigned responsibilities for other frivolous activities. This study therefore seeks to examine attitudinal factors and their impact on the corporate performance of some selected firms in Imo State of Nigeria.

Objectives of the Study

The main objective of this research work is to examine attitudinal factors and their impacts on workers' performance. Other specific objectives include:

- i. To evaluate employees' work involvements and their impacts on organizations' corporate image.
- ii. To unearth employees' job commitments and their impacts on corporate survival rate.

Research Questions

1. What relationships do employees attitudinal factors have on organizations'/ workers' performance?
2. What are the relationships existing between employees' work involvements and their impacts on the organizations' corporate image?

Research Hypotheses

In order to make a thorough investigation on this research work, the following hypotheses have been formulated:

- Ho1: Employees attitudinal factors have no significant relationships with corporate performance.
- Ho2 :Employees work involvements have no significant relationship with organizations' image.

Review of Related Literatures

Conceptual Review

Concept of Employee Attitude

The concept “attitude” represents one of the social science concepts which lack a common definition. Agulanna and Madu (2010) quoting Robbins (2013) assert that “Attitudes are evaluative statements- either favourable or unfavourable- concerning objects, people, or events they reflect how one feels about something. When I say, “I like my job. I am expressing my attitude about my work” Allport (2009) defines attitude as a mental and neutral state of readiness, organized through experience, exerting a directive or dynamic influence upon the individual’s response to all objects and situations with which he is related. This definition denotes that attitudes are characterized by a predisposition or state of readiness to act or react in a particular way to certain stimuli. Employee attitude deals with how an organization behaves. It involves the management directing employees into improving organizational and personal effectiveness. This management direction of the employee plays an enormous role in determining the attitudes of employees and their job satisfaction. If employees enjoy their work, they will not need external motivation from management, but instead the satisfaction they attain from completing their work will motivate them (Robbins 2013).

The Concept of Corporate Performance

Corporate performance is defined according to Malek, (2010) as a composite assessment of how well an organization executes its most important parameters, typically financial, market and shareholder performance. It focuses on ensuring that all the parts of the organization are working together optimally in order to consistently achieve the goal of the organization.

Factors that enhance corporate performance are adequate interaction with co-workers, desires for achievement at work, possibilities of personal growth and development, free flow of communication between superior and subordinate employee, challenging nature of the job.

Theoretical Framework

Job related attitudes play a major role in shaping the work behaviours of employees in organization. However, many theories have been propounded by various theorists that relate the effects of attitudes of individuals in several endeavours.

Affective Cognitive Consistency Theory-Rosenberg (1957) has suggested the affective cognitive consistency theory which is concerned with the consistency between a person’s overall attitude or issue and his more general values.

This theory is concerned mainly with what happens within the individual when attitude changes. It assumes that the relationship between the affective and cognitive structural components of the

attitude change when an ‘attitude’ is altered. This implies that when there is a change in attitude, it brings about a change in the workers level of performance towards the attainment of corporate goals.

Empirical Review

Hieu Luu (2011) carried out a research. The main goal of this study was to assess the attitude-performance relationship at an organizational level. The research examined the relationship existing between employee attitudes and selected measures of job performance (sales volume, turnover, and absenteeism) using annual employee survey data from Eroski, a Cooperative Retail -Business in Spain. A total of 68 survey questions were asked the respondents. Each question was essentially a statement on a specific aspect of the workplace variable, such as company policies, pay, promotion, communication with managers etc. On a 5 point scale, workers were asked to assign a numerical value to their level of satisfaction (with 5 being the most satisfied) in response to each of these statements. It was evident that employee attitudes were positively related to sales volume. This relationship was, however, only present in stores with a high level of employee ownership and employee involvement (called Coop stores). In stores with lower level of employee ownership (called Gespa stores), no such evidence was found. These empirical findings fit well with previous literature on job attitudes and producer cooperatives.

Issifu Farouk (2014) carried out a study to identify employees’ attitudes toward work related activities at ECG, Ashanti- East. The major objective of this study was to ascertain the factors that cause employee attitudes at ECG, Ashanti-East and establish a relationship between employees’ attitude and productivity at ECG, Ashanti-East. For the purpose of this study, a non-probability convenience sampling design was used to explore employees’ attitude and productivity. A sample group of 40 employees; consisting of males and females were used. The questionnaire looked at employees’ attitudes on three facets namely, employee attitudes towards work, causes of employee attitudes, and relationship between employee attitudes and employee productivity. The employee attitudes towards work facets include employee participation, organizational commitment, job satisfaction, employee theft, employee lateness and absenteeism. Descriptive and inferential statistics were used to analyze the data. The empirical findings from the study indicated that employees in the company recognize the relationship between employee attitude and productivity. The respondents however indicated their awareness of negative employee attitudes in the company. On the subject of job satisfaction the employees were highly satisfied towards monetary benefits.

Summary of Reviewed Literature

Many scholars’ literary works were consulted summarized, and analyzed in respect to the topic, “Attitudinal Factors and their impact on Corporate Performance”. Conceptual framework on the meaning of attitude was summarized as to fully analyze the relationship independent and dependent variables. Some theories were also reviewed to have a better understanding of the topic under investigation. Empirical works of some past researchers on the topic being investigated were also x-rayed. The literary works consulted assisted the researcher in no some

measure in increasing the researcher's understanding on how to develop the items used in obtaining data from the respondents in the methodology of the study. Most of the studies examined were on attitudinal factors and their impacts on corporate performance.

Gap in Literature

The respective literatures reviewed above were on studies carried out to explain the impact one or two components or aspects of attitude have on corporate performance and all were carried out outside Nigeria. Issifu, F (2014), carried out a study that dealt on employee job satisfaction and organizational performance, which is an aspect of workers' attitude to work; Hieu, L (2011), carried out a study that tried to establish a relationship between employee attitudes and selected measures of job performance; Perera, M & Weerakkody, W (2014), on their part examined the impact of attitudinal factors on job performance of non executive employees in the hotel industry; Newstrom and Davis, (2011), examined the effect of attitude towards work, job satisfaction, and organizational commitment to the employees' job performance at PT Intech. None of these studies examined holistically the concept of attitude and its impact on the corporate performance of the banking sector. Thus, this study focused on attitudinal factors and their impact on the corporate performance of the banking sector in Nigeria. It seeks to fill the gap by reviewing extensively available literature.

Methodology

Research Design:

This study adopted a survey approach. Survey design approach was adopted because it allowed the researcher elicited relevant information from banks' staff (both executives and non-executives), who are the researcher's respondents. The survey research design that the researcher adopted became imperative because of the population characteristics from where a representative sample was drawn for empirical purposes.

Sources of Data:

This study adopted both the primary and secondary sources in the collection of data. Primary data were gathered with the help of a five point likert scale questionnaire. The researcher also used the interview method to gather information.

Secondary source: Literary works of past scholars were extensively reviewed in order to have a broadened knowledge on the topic under investigation.

Population of the study population:

The total population of this study consisted of 150 employees drawn from two private sector organizations; the Nigerian Bottling Company Owerri from the manufacturing sector (100 employees) and First Bank of Nigeria PLC, Owerri from the banking sector (50 employees). The population covered both executive and non executive employees of the two organizations.

Sample size Determination:

Taro Yamene method was used to select a sample of 109 respondents from the heterogeneous population.

Taro Yamene Formular = $n = \frac{N}{1+N(e)^2}$, where N= the total population, e= level of significance at 5% (tolerable error margin), 1 = constant

= $\frac{150}{1+150(5\%)^2} = \frac{150}{1+150(0.0025)} = \frac{150}{1+0.375} = \frac{150}{1.375} = 109$. The researcher also adopted the proportional sampling method to determine the number of employees selected from each stratum.

Nigeria Bottling Company, Owerri = $\frac{100}{150} \times 109 = 73$

First Bank of Nigeria, Owerri = $\frac{50}{150} \times 109 = 36$.

Sampling Technique:

The researcher used both the probability sampling method and the non probability sampling method to draw his sample size. Because of the nature of the population, both the stratified random and simple random sampling methods were used. These methods gave all the respondents equal chances of being included in the sample size. The researcher also adopted the non probability sampling method in the course of interviewing his respondents.

Description of the Research Instruments:

The questionnaire instrument was structured. All the questions contained in the questionnaire emanated from the research questions, which was a reflection of the problems being investigated. The interview guide was also structured to reflect the research questions and problems being investigated.

Validity of the Research Instrument:

The instrument used in this study was valid and accurate. The questionnaire's validity was determined by the fact that the questions and items in the questionnaire were strictly on attitudinal factors and their impact on the corporate performance.

The questionnaire was also subjected to scrutiny and corrections so as to achieve face and content validity. The questionnaire had a wider coverage of the problem of the study, research questions, and hypotheses of the study.

Reliability of the Research Instrument:

The questionnaire was reliable because it was able to give consistent results over a period of time. The questionnaire was developed with a simple language to enhance understanding of the questions that were asked. The researcher used a pilot study to determine the reliability of the instrument with some related institutions. The researcher administered the instrument to them and made corrections wherever necessary. The pre-testing was conducted twice in the sister organizations within a gap of two weeks. A reliable index of 0.80 was obtained.

Method of Data Analysis:

The study adopted both descriptive and inferential statistics, the frequency tables, and percentages. The study hypotheses were tested using Product Moment Correlation Coefficient Method. However, the SPSS was adopted. The decision rule is that if calculated value is less than critical value, accept null hypothesis otherwise reject.

Data Presentation, Results and Discussion:

This sub-section of the work contains the analysis of data collected by the researcher for the study using Product Moment Correlation Coefficient. The presentation of the result is according to the research questions and hypotheses. Out of the total sample size of 109 questionnaires that were distributed to the respondents, a total of 102 were correctly filled and retrieved by the researcher. So the analysis was done based on the retrieved questionnaire.

Table 3.1: Table for Questionnaire Distribution and Return

Variables	No. of Questionnaire	Percentage (%)
Questionnaire Administered	109	
Questionnaire Returned	102	94
Questionnaire not Returned	7	6
Total	109	100

Source: Field Survey, 2021

Table 3.2: Attitudinal factors have great impact on corporate performance

Option	Frequency	Percentage %
Strongly Agreed	70	68.6
Agreed	10	9.8
Undecided	0	0
Disagreed	15	14.7
Strongly Disagreed	7	6.7
Total	102	100

Source: Field survey 2021

Table 3.2 Shows that 70 respondents representing 68.8% strongly agreed that attitudinal factors have impact on corporate performance, 10 respondents representing 9.8% agreed to that, while zero respondent was undecided, 15 respondents representing 14.7% disagreed that attitudinal factors have impact on corporate performance, 7 respondents representing 6.7% strongly disagreed to that, This implies that attitudinal factors have impact on corporate performance since the majority of the respondents share such view.

Table 3.3: Workers dissatisfaction at the work place has negative impact on corporate image.

Option	Frequency	Percentage (%)
Strongly agreed	25	24.5
Agreed	60	58.8
Undecided	0	0
Disagreed	15	14.7
Strongly disagreed	2	2
Total	102	100

Source: Field Survey, 2021

Table 3. indicates that 25 respondents representing 24.5% strongly agreed that workers dissatisfaction at the work place affects corporate image, 60 respondents representing 58.8% agreed to that, while zero respondents representing zero % was undecided, 15 respondents representing 14.7% disagreed that workers dissatisfaction at the work place affects corporate image, 2 respondents representing 2% strongly disagreed to that. This suggests that workers dissatisfaction at the work place affects corporate image since majority of the respondents shared such view

3.2: Test of Hypotheses

Hypotheses were subjected to empirical test using the SPSS.

Table 3.14: Output for Hypothesis One: Relationship between Attitudinal Factors and Corporate Performance.

Correlations

		Employees Attitudinal Factors	Corporate Performance
Employees' Attitudinal Factors	Pearson Correlation Sig. (2-tailed)	1	-.821* .045
Corporate Performance	Pearson Correlation Sig. (2-tailed)	-.821* .045	1

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

Source: Field Survey, 2021

Table 3.14 presents the correlation analysis between employees' attitudinal factors and corporate performance.

The result shows that the correlation value from the SPSS output is -0.821 which is greater than the 0.05 level of significance; we therefore reject the null hypothesis and conclude that Employees' attitudinal factors have significant relationship with corporate performance.

Table 3.15: Output for Hypothesis Two: Relationship between Job Involvement and Corporate Image

Correlations

		Employees Job Involvement	Organization's Corporate Image
Employees' Job Involvement	Pearson Correlation Sig. (2-tailed)	1	-.396 .437
Organization's Corporate Image	Pearson Correlation Sig. (2-tailed)	-.396 .437	1

Correlation is significant at 0.05 level (2- tailed)

Source: Field Survey, 2021

Table 3.15 presents the correlation analysis between employees' job involvement and corporate image. The result reveals that the Pearson Correlation Coefficient result from SPSS is 0.437 which is greater than the 0.05 level of significance; we therefore reject the null hypothesis and conclude that organization corporate image is significantly affected by employees' job involvement.

Findings

From the data collected and analyzed on the research questions and tested hypotheses, the following findings were made.

1. There is a high significant relationship between employees' attitudinal factors and corporate performance. If employees' attitudinal dispositions in their workplaces are positive, performance is enhanced.
2. It was also found out that a significant relationship exists between employees' job involvement and corporate image. If employees' attitudinal dispositions in their workplaces are positive, organizational image and goodwill is improved.

Conclusion

This study concludes that workers attitude to work has significant impact on corporate performance, and that a significant relationship exists between employees' involvement and organization's corporate image. It also reveals that a significant relationship exists between employees' commitment to work and corporate survival rate. It also indicates that a significant relationship exists between job satisfaction and corporate profitability level.

Recommendations

Based on the findings of the research, the following recommendations were made by the researcher.

- i. The study recommended that employees should establish a positive relationship in the organization with respect to the enhancement of organization performance.
- ii. Nigerian workers should be involved in the job they do. They should also be encouraged to build a positive relationship between the organization and the environment ensuring that corporate image is maintained.
- iii. Organizations should provide necessary incentive schemes, capable of motivating workers for the necessity of longevity and customer satisfaction to be achieved. Motivation and job commitment has highly significant impact on corporate survival rate.

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