

A Study of Causes of Poor Attitude to Work among workers of both Public and Private Sectors Organizations in Bauchi State-Nigeria

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Abstract

The purpose of this paper is to study the causes of poor attitude to work. The past decades have been characterized by unpredictable fluctuations in workers poor attitude. Organizations are faced with poor level of attitudes such as Erratic provision of services has become an increasing persistent problem facing the corporation and seriously affecting the general public, Careless and casual handling of the existing tools and machines and General nonchalant attitude of staff in the discharge of their duties. What are the causes? This crucial and yet unresolved questions has been and is still a source of concern to the owners, customers and members of the community as a whole and is critical for continuous research. Correspondingly, the review of the literature signifies a momentous shortage in this area of research. This study will empirically analyze the causes of poor attitude to work and is enriched by administering questionnaires to respondents from various sectors in Nigeria. An aggregate of 308 questionnaires were analyzed. Poor attitude to work has a negative impact on productivity level of the organizations in Nigeria. Some of the prominent findings revealed that Nigerian workers widely held view that Inadequate Training and Development and Job Insecurity are the possible causes of poor attitude to work. The findings may not claim to be exhaustive and conclusive, in view of other contextual and external factors that might not have been addressed. This paper provides some insights and to management of corporations, as a matter of priority to formulate intervention and policies to that effect.

Key Words: Work, Attitude, Training and Development, and Job Security

1.0. Introduction

For the past many decades, Nigerian Governments has recorded and experienced poor attitude from both public and private corporations. This sad experience took a mounting turn to nowadays. Government has done a lot in their effort to revive this culture but all was to no avail. There is a wide spread interest in improving the level of poor attitude to work in corporations. Apart from the economic benefits of better preparing workers for unprecedented demands of modern workplace, there are also social benefits tied to improving performance

and access for larger number of workers to post-organizational learning, Training and Development opportunities and laying stronger foundation to skills for life-long learning. Guerreror and Sire, (2000) if the worker have negative attitude towards work, the consequence can create problem in applying the prescribed job design, which means there will be failure in accomplishing organizational goals. The good things in raising the level of attitude has led to a focus on identifying the range of causes that shape poor attitude as well as understanding how these causes operate to limit or enhance the performance of workers.

Attitudes are developed as a result of some kind of learning experiences, or Attitude can also be formed simply by adapting the example and opinion of co-employees, friends and managers. This is mimicry or imitation, which also has a vital to play in developing negative attitude at workplace. Poor attitude according to Aremu (2003) is a performance that is adjudge by the owners/customers and some other significant as fallen below an expected standard. Poor attitude of workers has been observed among employees in both public and private own entities. The poor attitude among workers has been and is still a source of concern to the owners, customers and members of the community as a whole. This is because of the great importance that workers have on the organizational development of any formal entity. All over the world there is unanimity of opinion about the fallen standard of workers attitude (Adebule 2004). Shareholders are in total agreement that their huge investment on organization is not yielding the desired dividend. Customers also complain of workers poor attitude at both within and outside the organizations. Aremu (2010) stressed that poor attitude is not only frustrating to the owners and the customers, its effects are equally grave on the society in terms of dearth of manpower in all spheres of the economy and politics.

Attitude as a concept is all about individual way of thinking, acting and behaving. It has a very serious effect on work/employee performance. Positive attitude at work place is supposed to be the bedrock and foundation toward higher performance in established settings. It is an investment as well as resources that can be used to achieve a higher profit, good reputation and overall organizational goals.

The role of worker attitude is to lay the foundation for further performance and if a good foundation is laid at worker level there are likely to be improvement at other level. However different organizations at different times have passed the blame of poor attitude in organization to the workers, because of their low achievement, low motivation and the likes. DeSimione and Harris (1998) concurred that the possible influences on worker's behavior are internal factors such as motivation, ability, attitude, knowledge and skills. Morakinyo (2003) stated that the fallen level of worker performance is attributable to owner's non-use of supervisory strategies. Others found out that the attitude of some owners to their organization is reflected in their poor attendance to office, lateness, unsavory comments about worker's performance that could damage their ego, poor method of on-job training and the likes affect worker's performance. Organizations are faced with poor level of attitudes such as Erratic provision of services has become an increasing persistent problem facing the corporation and seriously affecting the general public, Careless and casual handling of the existing tools and machines and General nonchalant attitude of staff in the discharge of their duties.

This study therefore, sought to find out the workers perception of the causes of poor attitude "causes of poor attitude to work among variety of workers in both public and private sectors of Bauchi State-Nigeria".

1.0. Past Literature

2.1. Training and Development

Training and Development program is a strategic function of human capital management which focuses on developing employee competencies in order to overcome daily, routine and short-term problems (Ismail and Bongogoh, 2007). In a research conducted on The Effectiveness of Training in the Public Service by Haslinda and Mahyuddin, (2009) suggested that public sector organizations had increase their concern with regards to the effectiveness of training and development since it is critical to enhanced on-the-job performance in order to achieve Key Performance Indicators (KPI) for each employees. Thus, from the aspect of the evaluation and transfer of training elements; management might start from employees' support system, because lack of support and cooperation from the Effectiveness of Training in the Public Service. Ismail and Bongogoh (2007) emphasized that adequate motivation to learn (Training) should be seen as a crucial aspect of the organizational training system where motivating individuals to learn up to date knowledge, skills, abilities and have good moral values (attitude) may strongly upgrade subsequent positive personal outcomes (e.g., satisfaction, performance, commitment, trust and good work ethics). Hence, these positive outcomes may lead employees to achieve and support both organizational and Human Resource Management's strategies and goals. In addition, the larger the gap between the skills required to perform a task and the actual skills available for performing a task, the greater the lack of job satisfaction and the greater the increase in employee turnover within the organization. Conversely then, not having the skills to perform a job correctly can set up employees for failure and put the organization at a less-than-competitive disadvantage. The resulting high turnover would predict the need for even more training that would then have a direct impact on the bottom line of any business. Moreover, poor performance reviews due to inadequate job training can produce employee dissatisfaction and conflict, and negative attitude (Truitt D.L 2012). The worker's goals are always to have success in their careers, so that they can perform their job better and in an efficient and effective manner. Moreover, participation in training programs has been identified as the major learning avenue for workers to improve and address negative perceptions and attitude at workplace. Ruddman (1999) suggested that Trainings tends to wider the workers mental and physical attitudes.

However, inadequate or denial of workers participation in training program might lead them to develop poor attitude and perceptions that are against the overall goals and objectives of the organization. With the transformation of knowledge society, training and development has been identified as a strategic tool for competitive positioning (Kamal M. A and Normah binti Othman, 2012). Hence, giving opportunities for worker to further learn about their required and expected task will increase individual worker's performance and exposed them to believe that they are part and passel of the organization. The importance of giving adequate training to workers can never be overlooked because it is the part that needs to be focused, emphasized and concerned upon. Training can be considered as ineffective if the targeted group of workers is deterred from gaining access to it. Inadequate training assessment and analysis is due to lack of expertise and it is irrespective of the size of firms (Haslinda A.2009)

2.2. Job Security

For about a decade ago, organizations in Nigeria have embarked on reformation, restructuring, layoff and downsizing in order to reduce labor cost and improve profitability. Severke and Hellgren, (2002) defined job insecurity as a subjective phenomenon i.e that based on the workers' perception and interpretation of the immediate work environment that is highly connected with job satisfaction. Moore (2002) found that lack of job satisfaction is among the factors that contribute to people's intention to quit their jobs. The nature of works is subject to change most especially when workers are faced with the challenges of insecurity to their job. Probst (2005) Restructuring of organization through mergers, workers laid off and closing of companies has impact on thousands of workers worldwide through unemployment. Perception of potential threat to continuity in his or her current job (Poor attitude) is a product of workers interpretations of job insecurity and reactions to changes concerning their jobs. This situation gives rise to the issue of job insecurity. In the research of Employment Security as Moderator on the Effect of Job Security on Worker's Job Satisfaction and Well Being by Fatimah, et al. (2012) found that if the workers perceived that their job security was threatened and in jeopardy, this will affect their job satisfaction and well-being, thus, affecting their job performance. Likewise, Burchell (2011) disclose that the more the workers experienced job insecurity the more it caused job dissatisfaction and increased physical symptom thus job insecurity have more extreme effect on individual than employment security. on the contrary, Mehri et al. (2011) found The employees join the bank after merger are satisfied with the security and are highly motivated as well because they are not looking any threat in the near future therefore, they feel themselves motivated and satisfied. The findings of the study of Iqbal M. (2012) indicated that there is a negative relationship between job stress and job satisfaction. Today poor attitude among workers is an important problem almost every country suffers from. Even though, reasons might be attached to different perception of workers on the security of their job, it seems to be a great factor in every part of the world. However, workers perception may depend on the number of considerations such as labor market characteristics, family responsibility, age, gender e.t.c. Motaghi, (2012) highlighted that Restructuring, downsizing or redesigning The new job responsibilities may include new tasks, technologies, and job specifications (knowledge, skills). rationale behind the motive of increasing job insecurity can be resulted from technology, internationalization of capital, demographic change and government policies. Based on this angle, the contemporary business world is witnessing hard period from both workers and owners.

However, job insecurity has been identified as one of the most influential factor that derives workers to develop poor attitude. Bakan and Buyubese, (2004) mentioned that job insecurity is one of the most significant variable of worker satisfaction which express the general attitude of the workers towards their job. Negative perception of workers about the security of their job in both social and working life contributes to worry about their future, helps not to maintain labor peace, decrease organization's productivity and unprotected social balance and values. On the basis of this obvious reason, in order not to cause organization status loss in the business owners, owners should find amicable and lasting solutions that will address problems associated with workers negative attitude. In organizations where workers

are threatening with job insecurity, it is difficult to talk about social order, positive attitude, peace and stability (Guzel, 2001). Nevertheless, job insecurity is possible to introduce workers into severe consequences that affect their overall life situation and their performance in the organization. In other words job insecurity has consistently been found to associate with poor attitude to work and could lead to a withdrawal of response as manifested in. it can be affirmed that job security alone can function as an important motivational tool in work atmospheres with high anxiety levels of job loss (Şenol, 2011).

2.3. Attitude to Work

It is obvious that if Nigerian society must survive, people must work. The working culture however, varies from society to society and also from organization to organization. Long et al. (2012) suggested that People are seeking many ways of live that is meaningful and less complicated and this new lifestyle actually has an impact on how an employee must be motivated and managed. Due to importance of work productivity, so many literatures have been written with regards to different aspects of expectations from production. Workers no matter the organization or establishment, have their expectation ranging from the issues of getting adequate payment from whatever they are doing, being secured in their place of work, being placed and recognized as significant in the organization, equipped with necessary tools, skill and equipment for the accomplishment of organization's goals. While we see these conditions as vital for every worker, some scholars tend to see them as necessary only for managerial cadre of an organization. If the managers are well equipped with the above factors, they will be able to run their organization successfully. Consequence of this work stress, worker productivity will be affected and as we know productivity is money, in order to avoid this unhealthy situation happen, we should provide a comfortable and appropriate working environment facilities that suits to humans needs (Asmui et.al 2012).

Marx, (1978) in the theory of social production, clarified that wherever the production relationship is, that of master-subordinates with master exploiting the subordinates, the outcome in such organization is instability and lukewarm attitude to duty. This working relationship is dominant nowadays. Tek -Yew Lew, (2009) found that The employees' decisions as to whether to stay in the organization may be more influenced by their affective attitudes towards to the organization, which is their level of affective commitment to the organization and alternative employment opportunities available. The reward system could be financial, where workers who feel that financial reward does not commensurate to their input/production, the tendency is for workers to develop poor attitude to their work and also to the owners. Long , Perumal and Ajagbe (2012) noted that the role and support of top management is also critical and important criteria in ensuring a robust and good employee relation management system in place. The problem of workers apathy and lack of effort are not simply a matter of individual laziness, rather they are often healthy reaction by normal people to an unhealthy environment created by common organizational policies. Herzberg (1943) argues that environment alone is not motivating factor to workers, but experiences that are inherent in the work itself. Moreover, where the work is quite difficult workers have their expectations in terms of reward, if this is not met, the tendency for the workers to develop negative attitude to their work is high. The general position here is that the socio-economic

systems that are operating in organizations today goes to a great extent to determining workers attitude. The logic is that the system determines the working place environment itself. Thus the workers response to his work is the definition of situation he found himself. Employees today are dealing with more complicated work tasks, often work long hours, and work in teams (Lee, 2004).

3.0. Methodology

A quantitative research technique was adopted and a survey was selected as a method of data collection. The development of the research instrument (questionnaire) was guided by the research hypothesis and was based on literatures reviewed. The questionnaire examined Training and Development, Job Security and Attitude to work. An aggregate of 308 questionnaires were successfully filled and returned. Respondents were chosen from both public and private sector organizations in Bauchi State-Nigeria via random stratified random sampling. The data were analyzed through Statistical Package for Social Sciences (SPSS). The Cronbach’s alpha value for the entire instrument scores was above 0.70. Frankel and Wallen, (2001) pointed out that the instrument is reliable only if the alpha value is at least 0.70 or more for research purposes.

4.0 Findings and Discussions

4.1. Training and Development and Attitude to Work

Table 4.1: Pearson Correlation between Training and Development and Attitude to Work

| Independent Variables | Pearson Correlation (r) | Significant (2 tailed), p |
|-------------------------------------|--------------------------------|----------------------------------|
| Inadequate Training and Development | 0.575 | 0.000 |

Source: field survey

Table 4.1 above indicates that the researcher wanted to know if there was any relationship between Training and Development and Attitude to work, the Independent variable was Training and Development which was ordinal variable and the Dependent Variable was Attitude to work. Thus, the appropriate test to respond to hypothesis was Pearson correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality and linearity. There was a strong positive correlation between the two variables $r=0.575$, $n=308$, $p=0.000$ ($p<0.05$). Therefore, the first alternative Hypothesis is accepted.

The positive moderate correlation coefficient of 33% between the two variables indicates that providing staff with adequate training and development will increase positive attitude to work. Thus, training and retraining is quite often necessary for new and existing workers in order to adapt with their new skills or jobs that is rapidly and consistently changing with influx of new technologies. This is in line with the findings of Ripley, (2004) supported the argument “effective training can be able to reflect in the workers attitude and behavior in implementing their jobs through what they learned during the training program. Haslinda and Mahyuddin, (2009) suggested that public sector organizations had increase their concern with regards to the effectiveness of training and development since it is critical to enhanced on-the-

job performance in order to achieve Key Performance Indicators (KPI) for each employees. With the transformation of knowledge society, training and development has been identified as a strategic tool for competitive positioning (Kamal M. A and Normah binti Othman, 2012).

4.2. Job Security and Attitude to work

Table 4.2: Pearson Correlation between Job Security and Attitude to work

| Independent Variables | Pearson Correlation (r) | Significant (2 tailed), p |
|------------------------------|--------------------------------|----------------------------------|
| Job Insecurity | 0.503 | 0.000 |

Source: field survey

Table 4.8 above indicates that the researcher wanted to know if there was any relationship between Job security and Attitude to work, the Independent variable was Job security which was ordinal variable and the Dependent Variable was Attitude to work. Thus, the appropriate test to respond to hypothesis was Pearson correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality and linearity. There was a moderate positive correlation between the two variables $r=0.503$, $n=308$, $p=0.000$ ($p<0.05$). Therefore, the Second alternative Hypothesis is accepted.

The positive moderate correlation coefficient of 25% between the two variables indicates that perception of job security among workers towards their work will increase positive attitude to work. Thus, it is a known fact if staff perceived their jobs are secured, the tendency is an increase in productivity level.

This is in line with the findings Fatimah, et al (2012) found that if the workers perceived that their job security was threatened and in jeopardy, this will affect their job satisfaction and well-being, thus, affecting their job performance. Likewise, Burchell (2011) disclose that the more the workers experienced job insecurity the more it caused job dissatisfaction and increased physical symptom thus job insecurity have more extreme effect on individual than employment security. on the contrary, Mehri et al (2011) found The employees join the bank after merger are satisfied with the security and are highly motivated as well because they are not looking any threat in the near future therefore, they feel themselves motivated and satisfied.

5.0. Conclusion

The findings indicate that Inadequate Training and Development, and Job Insecurity are the possible causes of poor attitude to work. If workers are adequately given opportunity to participate in necessary trainings and they were not threatened with the security of their job, it will enhance their performance and will also be a means of increasing productivity which will further ensure the achievement of the overall goal and objectives of the organization. Ismail and Bongogoh, (2007) mentioned that the training program is a strategic function of human capital management which focuses on developing employee competencies in order to overcome daily, routine and short-term problems.

From the analysis made, it can be concluded that an organization cannot prosper well, succeed, grow or even survive without adequately addressing the issues of poor attitude. The low productivity being experienced in the Nigerian corporations, will be a history if workers are well trained, certain about the security of their job, promoted, and given a feeling of importance by management. This study provides some insights and practical implications to management of corporation in Nigeria as a matter of priority to formulate intervention and policies to that effect.

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