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OFFORBIKE, Samuel Arinze
NNADI, Chikezie Sunday Onoh
AGU, Justina Chioma

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OFFORBIKE, Samuel Arinze

Department of Business Administration, Faculty of Management Sciences
Enugu State University of Science and Technology, Enugu, Nigeria
Email: samaoforbike@gmail.com

NNADI, Chikezie Sunday Onoh

Department of Business Administration, Faculty of Management Sciences
Enugu State University of Science and Technology, Enugu, Nigeria

AGU, Justina Chioma

Department of Business Administration, School of Financial Studies,
Institute of Management and Technology (IMT)

Abstract

This study investigated managing employee attitudes on improved performance of 9 Local Government Areas with their Local Government Development Areas and Local Government Services Commission Headquarters in Enugu State. The purpose of study was to determine employee attitudes effects on improved performance of the organization. The researcher adopted a descriptive survey design in collecting data. The population of the study is 483 senior management staff of LGAs with their LGDAs and LGSC. A sample size of 215 was determined using Raosoft sample size calculator software package with 5 percent margin of error, 95 percent confidence level and 50 percent proportional distribution and simple random sampling technique by random number generation with their nominal roll utilized. A pilot study was carried out with 42 copies of questionnaire distributed to the respondents that gives reliability index of +0.79 which indicates strong relationship and consistency using Pearson's product moment correlation coefficient and a student's t- test to reconfirm it. The study based on three research questions formulated with three hypotheses in line with objective of the study. Data obtained, 210 (97 percent) responded correctly while 5 (3 percent) was incorrect and discarded to avoid bias then data were analyzed using sample means and sample proportions with standardize normal distribution Z, N(0,1) at alpha 0.05 level of significant with MS Excel software package. The researcher identified that the employee commitment, employee pay and employee recognition have effects on improved performance of the organization. The researcher's recommendations

towards improved productivity in organizations; Government employees and union stakeholders should ensure harmonious working conditions to entrench efficient and effective performance in organizations that gives them growth and competitive edge.

Keywords: Employee attitudes, Performance, commitment, Pay/Wage

Introduction

Managing of employees attitudes is a critical management function. Managing these employee attitudes is greatly managing expectations and contributions from employees and employers. This entails what the employers expect from employees for their contributions towards organizational goals in return for the pay and likewise what employees expect from their employers for their efforts towards achieving the organizational goals (Ile, 2002). These expectations are anchored on the employment relationship between organization and employees. The employee must provide efforts and skills to do work for employer while the employer must provide the employee with salary or wage for agreed work done, Olajide (2000) cited in Obijuru, Oguejiofor and Emenike (2017). Many studies have shown a strong relationship between employee attitudes and morale and workplace productivity. It makes a lot sense that people will work harder, faster and better when they are happy and positively motivated. Browne (n.d). Employers expect personnel to behave in a manner consistent with the company's mission and goals. By establishing standards for business conduct, company executives set expectations about acceptable behavior. A positive attitude toward maintaining high standards for work ethics usually creates a productive environment in which people take pride in the work, and customers, suppliers and partners want to conduct business. Duggan, Tara. (n.d.).

Further, in contract of employment there is this relationship that employers have the obligations to pay the employee agreed pay for duties and activities performed and to provide employee with job activities intellectually. Also employees have the obligations to perform assigned duties by putting his efforts and develop skills to accomplish a given task in order achieve the organizational goals (Ile, 2002).

Attitudes affect behaviors in the workplace. Employers can promote good employee attitudes with incentives. A business owner looks at an employee's behavior to determine his ultimate productivity and contributions to the business objectives. In many cases, a person's behavior is affected by his attitude. Understanding the difference between behavior and attitude and their relationship to an employee's success helps owners and managers understand how to solve problems that include negative team morale, poor efficiency and stagnant growth (Leonard, 2018)

An attitude is a psychological state of mind. It is the way a person thinks about situations, and it ultimately determines a person's behavior. In the workplace, employees can have either a positive or negative attitude about specific work tasks, products or services, co-workers or management, or the company as a whole. Positive attitudes among employees make workdays more enjoyable. Tasks are performed to a higher standard and without complaint. An example of a positive employee attitude occurs when an employee views a negative customer service call as an opportunity to change the narrative for the customer from a bad experience to a good one. However, bad attitudes result in apathy to daily tasks. Employees are easily agitated by minor problems. Tasks are completed at substandard levels (Leonard, 2018).

When attitudes of personal accountability are dominant in organizations, more of the vital works get done. Individuals and teams overcome seemingly impossible obstacles when they have a high sense of personal and organizational accountability – the belief that our own actions or inactions are the major cause of success or failure. (Senn and Hart, 2009). Organizations looking for ways to improve worker productivity can start by evaluating the attitude their employees bring to the job each day. A positive or negative attitude affects how workers approach their jobs, and attitudes can have a ripple effect on those around them. In general, a positive attitude will have a positive impact on productivity, while the reverse is also true (Joseph, n.d.).

Beyond the skills and experience to do the job, attitude plays an equal role in company productivity and employee satisfaction. Look for people with certain attitudes and develop them in the staff you have to make a difference in the bottom line. It may seem as if skills and experience are the most important characteristics of an employee, but attitude plays just as big of a role. After all, what good are great professional skills without the attitude to see it all through? There are key attitudes that organizations should seek out in employees to ensure a harmonious professional environment and a productive staff and the attitudes are not limited to these stated commitment, pay and Recognition.

Statement of Problem

However, today's business world has just one constant--change. No matter what industry your company competes in, the business environment is always evolving. In order to survive, your business must also evolve. Too often your employees will encounter these environmental changes and respond with a negative attitude. Poor employee attitudes can derail your business efforts. This makes the managing of employee attitudes a critical management function.

Recently too, organizations have been faced with challenges like never before. Increasing competition from businesses across the world has meant that all businesses must be much more careful about the choice of strategies to remain competitive. Everyone (and everything) in the organization must be doing what they're supposed to be doing to ensure strategies are implemented effectively.

This situation has put more focus on effectiveness, that systems and processes in the organization be applied in the right way to the right things: to achieve results. All of the results across the organization must continue to be aligned to achieve the overall results desired by the organization for it to survive and thrive. Only then it be said that the organization and its various parts are really performing (Michael Lewis, 2003)

Objective of the Study

The main objective of the study is effect of employee attitude on improved performance in Local Government Services Commission (LGSC), Enugu State, Nigeria while specific objectives are to:

1. Determine the employee commitment attitude effect on improved performance in LGSC, Enugu State.
2. Ascertain the employee pay effect on improved performance in LGSC, Enugu State.

Research Questions

1. What are the effects of employee commitment on performance?
2. What are the effects of employee pay/wage on performance?

Research Hypotheses

1. Hypotheses one: Employee commitment has no significant effect on improved performance
2. Hypotheses two: Employee Pay has no significant effect on improved performance

Review of related Literature

This section is made up of subheadings as Conceptual framework, Theoretical framework, Empirical studies and Summary of review of related literature.

Conceptual Framework

This sub topic is discussed under the following subheadings as: Employee commitment and Employee Pay/Wage. These are the indices or independent variables in which the improved performance of an organization anchored largely for its existence and growth.

Employee Commitment

Commitment is defined as one of employee attitude. It is an individual psychological state of behavior whereby he or she has a sense of belonging, ownership or accountability of organizational goals and he is ready to face the challenges in the organization where he or she is working (Dolan, Tzafrir and Baruch, 2005). Employees that feel as though the company has made a commitment to employee success tend to perform better, according to Personnel Systems Associates. Commitment means offering a competitive rate of pay and benefits package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work. Commitment shown by the company is returned in the form of commitment from employees N., George (n.d)

Organizations need employees who are not only committed to the goals and initiatives that affect the bottom line, but who also are committed to their particular positions. Employees project a committed attitude by showing a willingness to do whatever it takes to fulfill the duties of their positions and via the development of new ideas to make the company even better. When committed individuals work together as a team towards company goals, everyone benefits.

Salary /Pay/Wage

People are often motivated by money. The salary a worker is paid by his employer can have a great influence on his performance in the administration. A worker doesn't simply view his salary as a dollar amount; he sees it as the value his employer places on him as a worker. The level of appreciation he feels can have a direct impact on his overall performance. Salary: A worker is more likely to perform to his potential if he's happy with the salary he is earning. A person earning a high salary feels motivated to do a good job, because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high status ranking that he enjoys. A person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade-off. According to Zeynep Ton, a professor at the MIT Sloan School of Management, research has shown that an employee satisfied with his pay is more productive and motivated.

Incentive (Performance- based pay)

Using a performance-based pay strategy can provide a worker with extra motivation to do his job to the very best of his ability. This can be an effective way to align a worker's incentive to earn additional monetary bonuses with the goals of the company. If he knows he will receive extra money when achieving a target set by his supervisor, it's likely he'll do everything in his power to exceed expectations. "Performance Based Pay," notes that an incentive program can increase employee productivity and create a sense of shared responsibility among the team.

Theoretical framework

This sub topic is discussed under the following three theories and assumptions that support research as Vroom expectancy motivation theory and Stacey Adams equity theory

Vroom expectancy motivation theory

This theory was propounded in 1964 by Victor H. Vroom. Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to explain for this assumption.

Expectancy is the belief that increased effort will lead to increased performance i.e. if I work harder than this will be better. This is affected by such things as:

1. Having the right resources available (e.g. raw materials, time)
2. Having the right skills to do the job
3. Having the necessary support to get the job done (e.g. supervisor support, or correct information on the job)

Instrumentality is the belief that if you perform well that a valued outcome will be received. The degree which a first level outcome will lead the second level outcome. i.e. if I do a good job, there is something in it for me. This is affected by such things as:

1. Clear understanding of the relationship between performance and outcomes – e.g. the rules of the reward 'game'
2. Trust in the people who will take the decisions on who gets what outcome
3. Transparency of the process that decides who gets what outcome

Valence is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it. For example, if someone is mainly motivated by money, he or she might not value offers of additional time off. The three elements are important behind choosing one element over another because they are clearly defined: effort-performance expectancy (E>P expectancy) and performance-outcome expectancy (P>O expectancy).

E>P expectancy: our assessment of the probability that our efforts will lead to the required performance level.

P>O expectancy: our assessment of the probability that our successful performance will lead to certain outcomes.

Crucially, Vroom's expectancy theory works on perceptions – so even if an employer thinks they have provided everything appropriate for motivation, and even if this works with most people in that organization, it doesn't mean that someone won't perceive that it doesn't work for them. Thus, Vroom's expectancy theory of motivation is not about self-interest in rewards but about the associations people make towards expected outcomes and the contribution they feel they can make towards those outcomes.

Stacey Adams Equity Theory

John Stacey Adams' equity theory helps explain why pay and conditions alone do not determine motivation. It also explains why giving one person a promotion or pay-rise can have a demonizing effect on others.

When people feel fairly or advantageously treated they are more likely to be motivated; when they feel unfairly treated they are highly prone to feelings of disaffection and demonization.

Employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others. The belief in equity theory is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships of their co-workers and the organization.

Words like efforts and rewards, or work and pay, are an over-simplification - hence the use of the terms inputs and outputs. Inputs are logically what we give or put into our work. Outputs are everything we take out in return.

Empirical Studies

Hettiarachchi, H.A.H. and Jayarathna, S.M.D.Y.(2014), examined the Job performance of the employees in tertiary and vocational education sector is really important since that decides survival of this sector. In Sri Lankan context, there is a need to investigate that how does these employee work related attitudes affect on the job performance of the employees in the tertiary and vocational education sector in Sri Lanka. Therefore the objective of this is to identify the impact of employee attitudes on job performance. The dependent variable was employee job performance and the independent variable was employee work related attitudes consist with three sub variable named; job satisfaction, organizational commitment and job involvement. The reliability of the instruments was tested against the collected data. This study was cross sectional in time and the unit of analysis in this research was individual as the data was collected from the employees working in Tertiary and Vocational Education Sector in Sri Lanka. Findings of the study reveal that 26.7% of the variance of the job performance was significantly explained by three independent variables. Consequently, it can be concluded as that there is a significant impact of employee related work attitudes on job performance of the employees of the tertiary and vocational education of government sector in Sri Lanka.

Hieu Luu (2011). This paper is an examination of the relationship 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, I find evidence that employee attitudes are positively related to sales volume. This relationship is, 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 is found. In both types of stores, I do not find evidence that employee attitudes are

related to turnover rate and absenteeism rate. These empirical findings fit well with previous literature on job attitudes and producer cooperatives. I will also argue that the findings are consistent with Coop's superior institutional features over Gespa's.

Summary of Literature Review

Conceptually, Commitment is defined as one of employee attitude. It is an individual psychological state of behavior whereby he or she has a sense of belonging, ownership or accountability of organizational goals and he is ready to face the challenges in the organization where he or she is working. Organizations need employees who are not only committed to the goals and initiatives that affect the bottom line, but who also are committed to their particular positions.

A worker is more likely to perform to his potential if he's happy with the salary he is earning. A person earning a high salary feels motivated to do a good job, because he wants to please his employer to retain his position. His salary brings him a feeling of security, allows him to feel accomplished and gives him a high status ranking that he enjoys. A person is much more willing to put in extra hours at the office if he feels his financial rewards are a fair trade-off. Using a performance-based pay strategy can provide a worker with extra motivation to do his job to the very best of his ability. This can be an effective way to align a worker's incentive to earn additional monetary bonuses with the goals of the company.

Methodology

The study employed a descriptive survey design. Population of the study is 483 senior management staff of 9 LGAs with their LGDAs, and LGSC HQ, Enugu. These categories of staff are responsible for L.G.As employee staff appraisal annually. They have more insight and understood the management function as regards employee attitudes, commitment, pay and performance. The sample size for the study is 215 senior management employees of LG determined using Raosoft sample size calculator, a random number generated and their nominal rolls. See Appendix 1. The instrument for data collection was structured questionnaire designed in a 4-likert rating scale – Strongly Agree, Agree, Disagree and Strongly Disagree (Kothari 2014). Data were presented in tables and percentages. To guide the study three research questions and hypotheses were formulated and tested using sample means with standardize normal distribution and Ms Excel software package. Content validity was adopted using three LGSC staff to rephrase wordings for clarity and coverage of the variables in the study objectives (Asika, 2012). A pre test and re-test was carried out with 42copies of questionnaire that were distributed to senior management staff of 5 LGAs headquarters and LGSC Headquarter Enugu and collected same and one week later questionnaire were administered to same group of people and collected. A Pearson's product moment correlation coefficient was used to determine the reliability index of +0.79 which indicates strong relationship and consistency of instrument with 64 percent. Further, a student t-test was equally used to reconfirm the relationship and consistency. Thus we have t- calculated =2.58 and t –alpha at 0.05, n-2 = 2.13. Since t- calculated is greater t-table value at 5% significance level with 95% confidence level we conclude that the instrument is reliable and has strong relationship.

Presentation of Results, Analysis and Interpretations of Data

This section presented results of employee attitudes on performance in percentages, Normal distribution Z, N (0, 1) and Excel software package.

Total no. of question naire distributed to employees.	No. responded correctly & returned	No. responded incorrect & return
215	210 (97%)	5 (3%)

Table 1: Sum and percentage response on employee commitment on performance

S/N	Items: Employee commitment attitude	SA	A	D	SD	Total
1.	Employee commitment attitude has no significant effects on improved performance of organization	96	84	14	10	210
2.	Employee commitment attitude enhances performance in organization.	98	87	23	2	210
3.	There is relationship between employee commitment attitude and improved performance.	80	85	32	13	210
	Sum Total of responses	274(43.5%)	256 (40.6%)	69 (11%)	31 (4.9%)	630 (100%)
Decision percentage contribution		530 (84.1%)		100 (15.9%)		630

Interpretation of result: Table 1 shows that 274 (43.5%) Strongly agreed, 256 (40.6%) agreed, 69 (11%) disagreed while 31 (4.9%) strongly disagreed. Additionally 530(84.9%) indicates agreement, while 100(15.9%) indicates disagreement. Therefore this result reveals that employee commitment attitude has significant effect on improved performance of the organization.

Table 2: Sum and percentage response on employee pay on performance

S/N	Items: Employee Pay on Performance	SA	A	D	SD	Total
4.	Employee Pay has significant effect on performance in organization.	98	97	12	3	210
5.	Employee Pay enhances performance in organization.	95	95	13	7	210
6.	There is relationship between employee pay attitude and improved performance.	90	95	14	11	210
	Sum Total of responses	283	287	39	21	630
	Percentage contribution of responses	44.9%	45.6%	6.2%	3.3%	100
Decision percentage contribution		570 (90.5%)		60 (9.5%)		630

Interpretation of result: Table 2 shows that 283 (44.9%) Strongly agreed, 287 (45.6%) agreed, 39 (6.2%) disagreed while 21 (3.3%) strongly disagreed. Also 570(90.5%) indicates agreement, while

60 (9.5%) indicates disagreement. Therefore this result shows that employee pay/wage attitude has significant effect on improved performance of the organization.

Hypothesis 1

Ho: Employee commitment has no effect on improved performance in organization.

H₁: Employee commitment has effect on improved performance in organization.

The value of $\alpha = 0.05$

$$\mu p_1 - p_2 = 0$$

$$\delta p_1 - p_2 = \sqrt{pq(1/N_1 + 1/N_2)}$$

$$Z = \frac{P_1 - P_2 - 0}{\delta p_1 - p_2}$$

Group	NSUK	OBLA	AWG	ENUS	ENUE	ENUN	NKAW	OJRV	UDI	LGSC	Total	Mean	Proptn
Agree	18	18	18	18	18	18	18	19	18	17	180	18	0.857
Disagree	3	2	3	4	3	3	3	3	3	3	30	3	0.143
Total	21	20	21	22	21	21	21	22	21	20	210		0.714

$$p = 0.5$$

$$q = 0.5$$

$$pq(1/N_1 + 1/N_2) = 0.01$$

$$\text{SQRT}(A39) = 0.099$$

$$P_1 - P_2 = 0.714$$

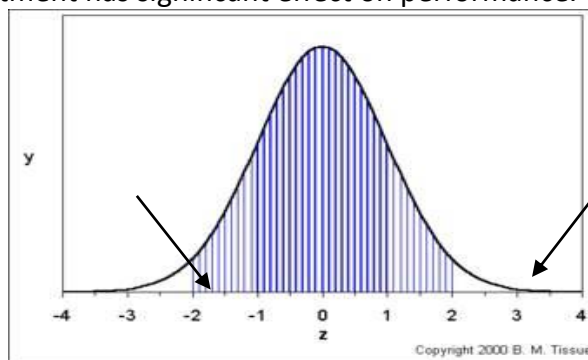
$$\delta p_1 - p_2 = 0.099$$

$$Z = 7.244$$

$$p\text{-value} = 0.000$$

Groups	Count	Total	Mean	Prop (p)	Sp _{1-p₂}	P _{1-P₂}	Z	P-value
A	10	180	18.0	0.86667	0.100	.730	7.244	0.000
B	10	30	3.0	.13333				

Since the p-value (0.000) is less than $\alpha = 0.05$, and z- score 7.244 is outside the critical region, with N(0,1) we reject the null hypothesis and accept alternative hypothesis then conclude that employee commitment has significant effect on performance.



Hypothesis 2

Ho: Employee Pay/wage has no effect on improved performance in organization.

H₁: Employee Pay/wage has effect on improved performance in organization.

The value of $\alpha = 0.05$

$$\mu p_1 - p_2 = 0$$

$$\delta p_1 - p_2 = \sqrt{pq(1/N_1 + 1/N_2)}$$

$$Z = \frac{P_1 - P_2 - 0}{\delta p_1 - p_2}$$

Group	NSUK	OBLA	AWG	ENUS	ENUE	ENUN	NKAW	OJRV	UDI	LGSC	Total	Mean	Proptn
Agree	19	20	19	19	20	19	20	20	20	19	195	19.5	0.928571
Disagree	2	1	2	1	1	2	1	2	1	2	15	1.5	0.071429
Total	21	21	21	20	21	21	21	22	21	21	210		0.857143

$$p = 0.5$$

$$q = 0.5$$

$$pq(1/N_1 + 1/N_2) = 0.018$$

$$\text{SQRT}(A24) = 0.134$$

$$P_1 - P_2 = 0.857$$

$$\delta p_1 - p_2 = 0.134$$

$$Z = 6.396$$

$$p\text{-value} = 0.000$$

Groups	Count	Total	Mean	Propn p	$\delta p_1 - p_2$	$P_1 - P_2$	Z	P-value
A	10	195	19.5	0.9286	0.134	.855	6.4	0.000
B	10	15	1.5	0.0714				

Since the p-value (0.000) is less than $\alpha = 0.05$ and z- score 6.4 is outside the critical region, with $N(0,1)$, we reject the null hypothesis and accept alternative hypothesis then conclude that employee pay/wage has significant effect on improved performance.

Discussion of Findings

Hypothesis one: The objective is to determine the effect of employee commitment on improved performance of Local Government Areas in Enugu State. The result reveals that the *P-value* = 0.000, standard normal distribution with $\mu = 0$, standard deviation = 1 and $\alpha = 0.05$ and since *P-value* = 0.000 is less than $\alpha = 0.05$, we reject the null hypothesis and accept the alternative hypothesis, then conclude that employee commitment has effect on improved performance of Local Government Areas in Enugu State.

Hypothesis two: The objective is to ascertain the effect of employee pay/wage on improved performance of Local Government Areas in Enugu State. The result reveals that the *P-value* = 0.000, standard normal distribution with $\mu = 0$, standard deviation = 1 and $\alpha = 0.05$ and since *P-value* = 0.000 is less than $\alpha = 0.05$, we reject the null hypothesis and accept the alternative hypothesis, then conclude that employee pay/wage has effect on improved performance of Local Government Areas in Enugu State.

Conclusion

This study concluded that employee attitudes have effect on improved performance of Local Government Areas in Enugu State. As it applied to this study it indicates that there are significant effect on improved performance through the organization's human resources motivational strategies practices.

Recommendations:

1. Local Government Service Commission of Enugu State should provide employees right and adequate motivational packages to enable them achieve their desired productivity and aspiration.
2. Government should work harmoniously with the National Union of Local Government Employees (NULGE) and other stakeholders to ensure that their pay, annual increment, promotions and other motivational packages are adequately implemented in order to get the best results from the employees.

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