

**ASSESSING EMPLOYEES' ATTITUDES TOWARDS WORK AND JOB
PERFORMANCE, A CASE OF KOFORIDUA TECHNICAL UNIVERSITY.**

BY

AGYEMAN -DUAH AMMA TUFFOUR

10273818

**THIS PROJECT WORK IS SUBMITTED TO THE UNIVERSITY OF GHANA
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DECLARATION

I declare that this project work which I submit was done by me and was supervised by Dr. (Mrs.) Majoreen Amankwah. I will like to state that this work does not include work done by other researchers without making references to them and that all publications and texts used in this research work are properly referenced. I therefore want to state that I would be answerable for any errors found.

Sign:.....

Date:.....

Agyeman-Duah Amma Tuffour (Student)

Sign:.....

Date:.....

Dr. (Mrs.) Majoreen Amankwah (Supervisor)

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God richly bless you all.

DEDICATION

To God Almighty, my family and my husband. God richly bless you all for your words of encouragement.

ABSTRACT

The study was to assess employees' attitudes towards work and the effects these attitudes have on their job performance.

The study employed the quantitative approach using forty- eight (48) respondents from Koforidua Technical University made up of male and female administrative staff both of the senior and junior level forming the target group for the study. Questionnaires administered to these sampled group examined employee attitudes on three phases namely, employee attitudes towards work, causes of employee attitudes and relationship between employee attitudes and employee job performances.

Findings from the data collected showed that employees in KTU are aware of the impact of their attitudes whether positive or negative on their job performance. Further, the study revealed these factors which included promotions that are not fairly done, not involving employees in the affairs of KTU, not providing good working conditions as well as the needed working materials, personality traits, lack of training opportunities and low monetary benefits cause them to show such negative attitudes towards work. Findings from the study also revealed that employees of KTU are aware of the impact of their attitudes whether positive or negative on their job performances. They are also aware that their work attitudes can lead to an increase or a decrease in productivity in KTU.

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SECTION ONE

INTRODUCTION

1.0 Background of the Study

Employees are the life force of every institution and the most substantial resource, hence, their behaviour and attitudes towards work is recognized as important (Smith, 2002). Developing countries like Ghana can also experience economic success with the necessary financial support and human resources if much concentration is placed on employee attitudes towards work to improve job performance. Employees exhibit certain attitudes that can directly affect organizational atmosphere and its output. Employers are to ensure a conducive environment to enable employees carry out their work. This can be a motivation for employees to work harder and complete their tasks successfully as expected. According to Fishbein & Ajzen (2011), assessing a particular thing with some degree of favour or disfavour is what is termed as attitude in its psychological manner.

According to Saari (2000), the feeling an employee has towards his organization, employer, coworkers and his /her position is what is termed as attitude. This type of feeling employees have enable them to have some sought of commitment to the organization as well as have job satisfaction. Dey (2012), therefore, stated that employees' level of attachment to their employing organization is what is termed as organizational commitment. According to Kasemsap (2012), job satisfaction is made up of two major elements known as intrinsic job satisfaction which has to deal with level of satisfaction with features associated with the job itself and extrinsic job satisfaction which also has to do with the level of satisfaction with various features associated with the environment. Lok & Crawford (2004), found that structures of the work environment will provide job satisfaction to employees more quickly than organizational commitment.

Mohammad Mosadegh Rad & Hossein Yarmohammadian (2006), stated that employees who are unsatisfied will quit their jobs more than satisfied ones. According to Kalemci (2009), job satisfaction is when employees get excited about the efforts they put at their workplace. Furthermore, Rich, Lepine, & Crawford (2010), explained that the binding of employees and their organization to their work roles is termed employee engagement.

Employees will physically, cognitively, and emotionally express themselves well when discharging their roles only if they are engaged in their working organizations. Employees' beliefs about the organizations in which they work, its leaders and working conditions is an aspect of cognitive employee engagement, the feeling of whether employees have positive or negative attitudes towards their employing organization and its leaders is the emotional aspect of engagement. According to Schaufeli, Salanova, Gonzales-Roma and Bakker (2002), energies physically exerted by employees to get their roles done is the physical aspect of employee engagement. Hence, according to Rich, Lepine & Crawford (2010), occupying and performing organizational roles means that employees are psychologically and physically engaged at their work place.

Due to speed in organizations changes, managers are relentlessly finding ways to get employees committed to their working organization. This explains the competitive advantage that organizations are involved in and the employees' attitudes such as job satisfaction, job performance, absenteeism, and turnover intentions (Lok and Crawford, 2001).

In order for organizations to have improved performance by employees, it is very important for these organizations to critically look at employees' attitudes and how these attitudes affect productivity too.

1.1 Problem Statement

Job performance is affected by attitudes of employees. Organizations with employees exhibiting positive attitudes such as job satisfaction, organisational commitment and employee engagement usually lead to increased output while negative employee attitudes like absenteeism, lateness and theft can have the opposite effect. Koforidua Technical University is one of such organisations whose output is affected by these negative attitudes since its establishment. As an employee, it is observed that negative attitudes exhibited by some employees tend to have negative influence on other employees with positive attitudes and more importantly on their job performance. For instance, a valued employee is satisfied when he is able to complete his / her task on time and to the best of his ability. In contrast, an unsatisfied, uncommitted and disengaged employee possibly will show negative attitudes such as lateness, absenteeism and theft. These negative attitudes mostly affect employees' output. Moreover, poor performance, tardiness and poor business ethic could be as a result of negative attitudes exhibited by employees. On the other hand, employees will only display positive behaviours at work only when employers treat them with respect. Therefore, the study intends to assess employees' attitude towards work and job performance using Koforidua Technical University (KTU) as a case.

1.2 Objectives of the Study

- To examine features that cause employees to have negative attitudes at KTU,
- To examine employee's positive attitudes towards work at KTU
- To examine the relationship between employee's positive attitudes and job performance at KTU
- To examine the relationship between employees' negative attitude and job performance at KTU.

1.3 Research Questions

- What features cause employees to have negative attitudes at KTU?
- What are the positive attitudes that employees exhibit at KTU?
- What is the relationship between employees' positive attitudes and job performance?
- What is the relationship between employees' negative attitudes and job performance?

1.4 Significance of the Study

Job performances are affected either by negative or positive attitudes exhibited by employees of an organization. This makes it important to carry out a study of this nature. Based on the above, the study is expected to inform Management of KTU and other organizations that employees' attitudes should be managed in order to increase output. Findings of the study will also be secondary information for future researchers.

1.5 Scope of the Study

Koforidua Technical University is one of the famous Polytechnics in Ghana which became a technical university in the year 2016. It is situated at Koforidua, the capital city of the Eastern Region of Ghana. Following the enactment of the Polytechnic Law 1992, PNDC Law 32 ceased to exist as a polytechnic but became a technical university.

The study looks at assessing employees' attitudes towards work at KTU. The institution contributes to the important development of this country's economy because the university records large population of employees. Hence, the analysis and conclusions will be based only on the sample which will be selected from its population for generalisation of the study.

1.6 Organization of the Study

The research is structured into five sections. The background information of the study is presented in the section one of the study. The problem statement, objectives of the study, research questions, significance and scope of the study are also discussed in this section. Section two of the study reviews relevant literature on the research concepts with specific references. Section three discusses the research methodology adopted for the study. Section four presents the findings on how employees' attitudes towards work affect job performance at KTU. Finally, in section five, the conclusions drawn from the research findings and recommendations made to address the negative attitudes and enhance positive attitudes to ensure a stable and committed employee are highlighted.

SECTION TWO

LITERATURE REVIEW

2.0 Introduction

In this section, the researcher examined articles interrelated to the models used to compare employees' attitudes and performance at work. The aim for the reviewed literature is to help in broadening the understanding of the relationship between job attitudes and job performance.

2.1 Model of Employee Attitude

An attitude can be described as the extent to which an individual likes or dislikes an item. A person may view something such as a person, place thing or events in a negative a way. This can also be termed as attitude. According to Bagherian et al.(2009), attitude refers to the views of a person, place, thing or event. These views are often referred to as object of attitudes. In this request, the individual is referred to as the attitude object (Visage, 2010). According to Robbins (2003), attitudes expose the feelings one has about something. Therefore this feeling can be favourable concerning the objects, people or events. Judge et al.(2001), identified major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude is job performance which is the cause of employee attitudes that results in positive or negative job performance and also measure and influence employee attitudes.

2.2 Types of Employee Attitudes

Negative or positive attitudes can affect job performances of employees as well as the productivity of an organization. Some of these types of attitudes have been itemised and discussed below:

2.2.1 Organizational Commitment as a Positive Employee Attitude

Dey (2012), says individuals level of attachment to their working organizations is what is termed as organizational commitment. For an employee to be committed to their organizations, it means that the employee has established some connection towards the organization he or she works with. This explains that commitment to the organization is a value which is willingly practiced in order to achieve the objectives of the organization

Kodikal and Rahiman (2016), found that, the industrial sector recorded low percentages when it has to do with link between organizational commitment and quality of work. The authors made some suggestions that can improve the quality of life so that employees could be more committed to the work they do. The following were some of the recommendations made by the authors. These include, rewarding employees and giving them recognition, giving employees the opportunity to grow, employees feeling respected and having self-esteem, empowering them and providing them with good working conditions. According to Mc.Bain (2006), employee engagement is a recent model which describes employees' commitment, involvement and job satisfaction. According to Robinson (2006), getting employees to be engaged can be achieved through providing a conducive organizational environment where employees can feel positive emotions such as being involved in the activities of the organization. This helps by improving organizational performance and it reduces employee turnover.

According to Lee & Goa (2005), an employee or individual worker will show loyalty towards the organization he works with only when the person identifies that his values and goals has a relation with the organization. Finnegan (2000), also added that organizational values to some extent

envisage employees' level of commitment. Abdullah and Ramay (2012), found that organizational commitment and job security has a significant relation, followed by the atmosphere at the workplace. He added that organizational commitment has a poor relationship with pay satisfaction and participation in decision making.

2.2.2 Employee Engagement as a Positive Employee Attitude

Truss et al. (2006), any individual who has passion for the work they do and have inner fulfilment is said to be an employee who is engaged in the organization he or she works. Today's modern organizations need workers who have passion for the work they do, are more initiative and have customer friendly attitude (Bakker and Leiter 2010; Schaufeli 2002; Bernerthet et al.; 2007; Mauno et al, 2007). These authors found that for an employee to be engaged in their working organization then it means that they are ready and willing to go the extra mile when working and they do this beyond their job description.

Ugboro and Obeng (2001) and Laschinger et al. (2006), explained that it generally held that empowered employees have higher levels of job involvement and job satisfaction and can perform their tasks satisfactorily. Ugboro and Obeng (2001) and Laschinger et al. (2006), further found that employees' involvement in goal setting and decision making in organizations tend to affect their work positively. Rahman, Habeeb, kodikal & Rashmi (2017), note that the performance of employees is the summation of their commitment and involvement towards their organization and its values.

2.2.3 Job Satisfaction as a Positive Employee Attitude

According to Hagedorn (2000), an employee feels a high level of achievement only because he is deeply involved and is properly rewarded by recognition, responsibility and remuneration. This means that job satisfaction is enhanced. In addition, the researcher argues out how job satisfaction

will result in employee engagement and explains that an employee who is experiencing a high level of job satisfaction would be more likely to appreciate his or her position and be proud of the organization resulting in a high likelihood of job engagement. In this instance, engagement is perceived as the final product, evidence and the result of job satisfaction. Respectively, a disengaged worker is one who due to very low levels of satisfaction, is not excited or desirous to contribute to the benefits of the organization and therefore is not actively engaged in work (Hagedorn, 2000). In relation to this, it has been argued by a number of researcher that organizations will constantly experience employee burnout and turnovers when there is job dissatisfaction (Laschinger et al. 2006; Hellman 1997; Harter et al., 2002).

Similarly Dysvik and Kuvaas (2010), concluded that employees' intention to leave their organization is mostly due to lack of inner motivation. The only thing organization needs to do is to give employees ample resources and platform to perform their duties. As per Kuo (2013), a successful organization must combine the strengths and motivations of internal employees and respond to external changes and demands quickly to show the organization's value.

Singh et al. (2010), studied that job attitudes such as work commitment and job satisfaction have attracted academic and practitioner's attention for several reasons. The components of motivation lie within all and the internalized drive toward the main thought of the moment (Rabby, 2001). Motivation directly links to individual performance that gain organization performance and as a catalyser for all individual employees working for an organization to enhance their working performance or to complete task in a much better way than they usually do. An organization runs because of people working for it, and each person contributes toward achieving the ultimate goal of an organization.

Panagiotakopoulos (2013), revealed that factors affecting staff motivation at a period where the financial rewards are kept to the least leads to inspire employee performance. So, management's responsibility is to motivate their employees to work as per the expectation to enhance the organization's performance. Kodikal and Pakkerrappa (2012), studied that the analysis of the levels of satisfaction of respondents working for public sector and private sector banks shows that though the overall level of satisfaction is similar for both the sectors, the emphasis on various factors that affect the level of satisfaction is different. Malina and Selto (2001), conducted a case study in one corporate setting by using balance score card (BSC) method and found out that positive motivations for employees such as financial rewards will increase organizational outcomes. Abbas et al. (2012), add that the productivity of employees is controlled by the attitudes exhibited by the employees in various organizations.

2.2.4 Training and Development as a Positive Attitude

Training and development is a strategic tool used by organizations to focus on managing their human capital by developing their employees' abilities and skills. (Small and Bongogoh , 2007) .According to a research conducted by Haslinda and Mahyuddin (2009) , there will be an increase in job performance within public sector if they focus their attention on effectively training and developing their employees. Ismail and Bongogoh (2007), emphasized that organizations must motivate their employees to take part in training schedules in order to sharpen and update their skills on the job as well as their knowledge . This will help the employees to have personal growth. Kamal and Othman (2012), indicated that, training, knowledge and development has become strategic competitive tools for most organizations. According to Truitt (2012), organizations experiencing high employee turnover would appreciate the need for training and development for their employees. Moreover, inadequate training of employees may result in employee exhibiting negative attitudes to work. Ineffective training is when targeted group of workers are discouraged

from gaining access to it. According to Haslinda (2009), Poor training assessment and analysis is due to lack of skills and it is irrespective of the size of firms.

2.2.5 Absenteeism as a Negative Employee Attitude

Firms and policy makers do understand the effects of absenteeism (Störmer and Fahr, 2010). Absenteeism is one of the various employee attitudes that governments are intensively researching for better ways of handling. Employee absenteeism can have direct or indirect effect and it is widespread. For example, absenteeism can cause organizations higher costs both by direct and indirect absenteeism. Absenteeism at the work place can be caused by seven factors which in many cases is related to the dissatisfaction of the employees. There are seven major extrinsic sources of job satisfaction relative to absenteeism including pay, promotion, work interest, supervision, coworkers, working conditions and fairness of supervisors are considered (Kehinde, 2011). Having other employees cover up for the employees who absent themselves from work sometimes lowers the morale of some of the employees. This is the indirect cost of employee absenteeism. their absence also lowers, the organizations output and this may result in customer dissatisfaction. (Leaker, 2008).

2.2.6 Tardiness as a Negative Employee Attitude

According to Ketchum (2016), employees reporting to work late leads to stress. Employees tend to perform poorly when they are stressed out. Capinig (2015), also found that, employees who are fond of reporting to work late end up being victims of time corruptions. Bolin & Heatheley (2001), said that behaviours of tardy employees may be viewed as negligence and disrespect toward the organization and its values. It has been revealed also by the New York Times, (2006), that late employees may lower everyone's morale in the organization. Kieslowski (2000), found that employees who mostly come to work late often interrupt the work they do and become problematic often causing financial loss to their employers. Anderson (2016), found that employees who often

report to work late are likely to lose their jobs. He also stated that punctuality is a skill which must be learned by all workers.

2.3 Factors That Influence Employee Attitudes

2.3.1 Cultural Influences

There have been dimensions which has been a useful framework for understanding cross-cultural changes in employee attitudes, as well as recognizing the importance of the culture of employee attitudes. According to Saari (2000), Saari and Erez (2002), Saari and Schneider (2001), analyses from recent studies have shown that culture is a strong predictor of employee attitudes. Jackson (2002), found that culture has also been found to be an important factor in how employees are viewed and valued across countries/cultures.

2.3.2 Work Situation Influences

Work situation influence has a role to play in ensuring that employees are satisfied with their jobs and the impact it will have on the organization (Nicholls, 2007). Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself often called intrinsic job characteristics. Research conducted by Judge and Church (2000), reveals that the nature of jobs of employees often actually give employees job satisfaction. Additionally, Weiner (2000), in his study stated that it is important to understand what causes people to be satisfied with their jobs by considering the nature of their work. He added that this should be a focus for practitioners.

Aguinis et al. (2013), stated that a powerful determinant of motivating employees and helping them to achieve their goals in the organization is monetary rewards and in turn, this will help to improve job performance. This is not to say that well-designed compensation programs or effective

supervision are unimportant; rather, it is that much can be done to influence job satisfaction by ensuring work is as interesting and challenging as possible.

According to Akinyele (2007), work environment ensures the well-being of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher productivity.

Organizations that want to build high levels of employee commitment should look for ways to build this through group activities both in and out of work. Thus, to understand what causes people to be satisfied with their jobs, to understand the nature of their work itself. Practitioners should also focus on the level of training given to employees.

2.4 Relationship between Employee Attitudes and Job Performances

2.4.1 Employee Engagement and Job Performance.

For an organization to have so much productiveness, its employees must feel engaged in the jobs they do. Research by Gallup (2004), has found that there may be low to moderate relationships among employee engagement and a number of outcome measures together with client satisfaction, earnings, productivity, turnover and safety. Harter et al. (2002), found that, there has been several researches on trying to find the relationship between employee engagement and their working organizations. It is very clear to figure out the relation when doing comparisons among departments of the same organization (Harter et al., 2009). Organization having their employees feel engaged, are likely to be very successful since there is an attachment to the organization by the employee (Harter et al., 2009).

Taleo Research (2009), found that, the best performers in every organization are the engaged workers. In 2009, Harter et al. conducted a 199 studies using 152 organizations across the organizations 44 industries and 26 countries. The following were the outcome of the studies

conducted on the relationship between employee engagement and job performances.³² 391 business units as well as 955,905 employees were covered for the studies (Harter et al. 2009). Their findings quantified significant differences between business units ranking in the top and bottom performers. From their finding, 25% was found on employee engagement. In their study, there was an 18% drop in productivity. This was conducted using top and bottom performers in the selected business units. Additionally, they recorded 60% drop in quality of products. Getting employees engaged in their working environment do not only result in increased productivity and competence, but it also reduces cases of absenteeism. It is very normal to see employee who feel engaged in their working organization put in much efforts in their job in order to contribute to the success of the organization. Again, it's very normal to find engaged employees become initiative about the jobs they are assigned. They implement and recommend the best solutions to any problem that may pop up within their working organization. When employees are engaged in their working organizations, they perform well in their given roles and also take up responsibilities by taking initiative to solve anticipated problems. Engaged employees will seldom leave their organizations for another. The Corporate Leadership Council (2004), found that the 87% of employees from their study are less likely to leave their organizations because they are well engaged in their working organizations. Findings from the same study indicated that 100 best working places will experience average turnover rates that are voluntary. This turnover rate was 13% as compared with the average of 28.5% of other businesses in the same industries. Other researchers conducted their studies using larger sampled size revealed that 12% of employees who feel disengaged in their working organizations have the intentions to leave while 66% of engaged employees have less intentions to leave their working organizations. Generally, more than half of disengaged employees would consider quitting their current jobs for other ones, while only 25% of highly engaged employees would consider leaving. (Towers Perrin 2003).

2.4.2 Employees' Commitment and Job Performance

According to Tolentino (2004), an organization's human resources will contribute immensely to increasing productivity of the organization. These human resources include skills of the employees, their competencies and their individual attitudes. Organizations will also sustain productivity when it focuses on the social capital of the organization such as trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork can sustain productivity. Conclusions can be drawn from the above statement that employee commitment will help sustain the productivity of an organization and also improve their job performance.

2.4.3 Job Satisfaction and Job Performance

There is a debateable history concerning the study of the relationship between job satisfaction and job performance. In 1930, Hawthorne conducted a study. The researchers who conducted the study were aware of the effects of attitudes of employees on job performance. Soon after the Hawthorne studies, other researchers directed their focus on the impression that a happy worker is a productive worker. Earlier literature reviewed showed inconsistent relationship between job satisfaction and performance. Employees who desire the jobs they do show superior job performance (Jones, 2006). Judge et al. (2001), found that the job satisfaction and job performance is high when the relationships between the two are corrected. Furthermore, it was revealed that the correlation between job satisfaction and performance was found to be even higher for complex (e.g., professional) jobs than for less complex jobs. Therefore, it has been found from earlier reviews that, job satisfaction appears to be a predictive of performance.

2.4.4 Absenteeism and Job Performance

Various researchers have attempted to quantify absenteeism and its value. In UK for instance, absenteeism costs the government £12 billion pounds yearly (Taylor, 2005). In most developing

countries like Africa, this figure can be a full year budget. According to Armstrong (2006), managers are given specific task with stated time within which they are to complete the task and report back to their superiors for assessments. Consequently, work will be distorted if some employees do not report to work without any prior notices. Absence of employees in an organization creates losses in productivity. Most organizations lose millions of dollars each year due to negative attitude of absenteeism. This was found by (Mason and Griffin, 2003). Researchers have repeatedly asserted that careful attention to temporal absence and its purported causes (Mason and Griffin, 2003).

2.5 Conclusion

In order for organizations to compete in the world-wide market, employees' attitude towards work and job performance is an important factor which is the purpose of the study. The literature has reviewed how employees' attitudes affect job performance as well as productivity in organizations. According to Edwards (2001), survey data on employee attitude is an effective study that enables us to understand that suitable or positive attitudes such as organizational commitment, employee engagement and job satisfaction should be improved.

Majority of today's modern organization across the world are faced with major negative attitudes which badly hurt the progress of these organizations leading to low productivity. Negative attitudes exhibited by employees can result in low morale among workers. It will be very necessary that employers address these negative attitudes. The elements in the literature were closely aligned to the research questions.

SECTION THREE

METHODOLOGY

3.0 Introduction

This section gives an outline of research methods that were used in the study. It provides information on the participants that is the criteria for the study, who the participants were and how they were sampled. The section also describes the research design for the study and the reasons for the choice, the instruments that were used for data collection as well as the procedures that were followed to conduct the study. The researcher also discusses the methods used to analyze the data.

3.1 Research Design

Churchil & Iacobucci (2005), defined research design as the blue print that is followed to complete the study. It ensures that the study is relevant to the research problem. The study adopted the descriptive research design. Descriptive research design is the type of research data analysis and design that would be applied to a given study. Descriptive design was used because it was relatively easy to apply and also have the benefit of producing various responses from an extensive range of respondents in the selected study population.

3.1.1 Research Strategy

Research strategy describes how the research actually will be carried out. It also describes the proposed project in details. In doing research different methods could be used. These methods include: qualitative, quantitative research, and a mixture of both qualitative and quantitative

research. For the purpose of this research, the quantitative approach was used. It was important to use this approach because it was necessary to have certain key issues with absolute value.

Quantitative research method is based on the measurement of quantity or amount and this enabled the researcher to examine the values in an unbiased way.

3.2 Target Population

The target population is the group of individuals or participants with the specific attributes of interest and relevance (Bartlett et al. and Creswell 2003). The population of this study comprised administrative staffs specifically secretaries of Koforidua Technical University. The total population for the study was forty-eight (48) and these were made up of thirty (30) secretaries but of the senior levels also known as senior administrative staff eighteen (18) secretaries of the junior levels also referred to as administrative assistant. Each department of the institution was taken into consideration.

3.3 Sample and Sampling Procedures

Research sampling procedure is the process of choosing a subgroup from the population to participate in the study. It helps the researcher to select the number of individuals for the study in such a way that the individuals selected represent the large group from which they were selected (Ogula, 2005). Sampling techniques enabled a variety of methods that helped to decrease the amount of data from a sub group rather than all possible cases or elements. Simple and stratified random sampling were used to select forty-eight (48) administrative assistants. In administering the questionnaires, Simple random sampling was used. This is important because every respondent in the research population could have been selected. Stratified sampling is good for this study because it ensured the presence of key subgroups within the sample.

3.4 Sources of Data and Information

Data can be collected using two techniques. These techniques can be primary or secondary data. Questionnaire, interviewing, directing, observation, participant observation, and publish book from authors, public reports and documentary evidence etc are frequently used methods. All these methods fall under primary and secondary source of data collection. This research used the questionnaires which falls under primary data. Published books from authors were also used as secondary information. Secondary information is that information that is collected from other available sources. For the purpose of this study, in order for the researcher to achieve the objectives of the study, Secondary information was employed and were collected from internet, textbooks and other reference books. The secondary information needed for the analysis was collected from publicly available sources.

3.4.1 Primary Data

A primary research was carried out in Koforidua Technical University to assess the opinions of the administrative staff and the impact of employees' attitude on job performance. The data were collected using questionnaires. Both open and closed questions were used. This was used to enable the respondents to give certain answers that required them to answer them just as they knew it to be. The use of the questionnaire gave an insight into the attitudes of the employees. Seventy questionnaires were administered to the respondents. The researcher was able to retrieve forty – eight answered questionnaires which represents 68.6%. This was used for the data analysis. The items were edited and attentively selected having in mind the research questions. The questionnaires were grouped into four sections. Section A looked at the demographic information and profile of the organization in which the study was being conducted, Section B of the questionnaires looked at the perception and opinion towards their jobs and the organization as a

whole, Section C also looked at the causes of employee attitudes and Section D looked at cultural causes of employee attitude towards work.

3.5 Data Analysis

Data collected from the questionnaire was analyzed by keying responses into data entering Statistical Package for Social Sciences (SPSS). This enabled the researcher to draw interpretations. In order to make interpretations easier for the researcher, the data was summarized into statistical tables. Percentages and chi square tests were calculated in order to establish the connection between the set of data collected and to make sense out of it. Discussion, conclusion and recommendation were made out of this summarized data analysis.

3.6 Limitation of the Study

The result of the study was interpreted with caution due to the limitations of the study. Cognisance was taken of the fact that the results obtained from the research may be specific to the employees where the investigation was conducted. This was attributed to the fact that a nonprobability sample in the form of convenience sampling was utilized in the study. Hence, the result which was acquired may not be generalized with confidence to other institutions.

In addition, although the response rate for the current study was adequate, considering the time constraints, the composition and size of the sample didn't allow the use of large sample in the study. Most notably, was possible that if larger sample size was used, it would have resulted in disparities in terms of the results obtained from the investigation as compared to a small sample size.

3.7 Ethical Consideration

The researcher made some ethical considerations. This was very necessary because the study involved staff of Koforidua Technical University. The researcher was concerned about seeking the consent of the participants. Participants' consents were sought before the questionnaires were administered. Additionally, the researcher assured them of their confidentiality and also respected their privacies.

SECTION FOUR

ANALYSIS AND DISCUSSIONS

4.0 Introduction

Data analysis as well as the results of the study are presented in this section. The researcher analyzed the collected data in line with the research objectives stated in section one of the study.

The section further uses tabular formats in describing the demographic and inferential information.

4.1 Demographic Characteristics and Organization's Profile

General information of respondents collected through the structured questionnaire are presented and analyzed this subsection. These information includes occupation, gender, age, educational qualification and length service in the organization.

Table 4.1.1 Demographic Characteristics and Organizational Profile

	Categories	Frequency	Percent
Gender	Male	25	52.1
	Female	22	45.8
Total		48	100.0
Employment status	Senior staff	23	47.9
	Junior staff	15	31.3
Total		48	100.0
Age Groups of Respondents	25-35	23	52.1
	36-45	15	33.3
	56-60	48	2.1
Total		100	100.0
Educational Qualification	Btech	5	10.4
	Degree	2	4.2

	HND	17	35.4
	Masters	10	20.8
		14	29.2
Total		48	100.0
Length of Service			
	1-5	27	56.3
	6-10	16	33.4
	11-13	2	4.2
Total		48	100.0

Source: Field Survey, 2019

Table 4.1 depicts that 52.1% of the respondents were males while 45.8 % were females. This shows that more males were sampled for the research study. Results from the table shows that (47.9%) were senior staff while 31.3% were junior staff. Table 4.1 depicts respondents 'employment status which shows that majority of the respondents were senior staffs. When respondents were asked about their age, 52.1% are in age category of 25-35 years, 33.3% are also between the ages of 36-45 and 2.1% also is between 56-60 years. Table 4.1 depicts age group of the respondents. Respondents were asked to indicate their educational qualification. Collected data on educational qualification is presented in table 4.1. According to the given data in table 4.1 above, degree holders recorded the most frequent of the respondents in the sample, and was represented by (35.4%), 29.2% were master's degree holders while 20.8% were HND holders. The table also shows that 4.2% respondents were BTECH graduates.

The study needed to know the departments of the respondents. The data collected depicted that respondents were sampled from all departments of the institution as was stated in the methodology. Table 4.1. further shows that most of the respondents representing 56.3% have worked with the institution between 1-5 years. Respondents representing 33.4% have been serving in the institution

for 7-10 years while 4% have been serving in the institution between 11-13years. Results from the table indicated that majority of the respondents sampled have been working in KTU between 1-5 years.

4.2 Assessing Employees' Positive Attitudes towards Work Related Activities at KTU

The study looked at the variables that will enable employees' exhibit positive attitudes towards work related activities at KTU. In view of this, the following attitudes were drawn from the findings.

Table 4.2.1 Employees' Opinion in Decision Making

Responses	Frequency	Percent
	4	8.3
Strongly Disagree	11	22.9
Disagree	5	10.4
Neutral	12	25.0
Agree	16	33.3
Strongly Agree	16	33.3
Total	48	100.0

Source: Field Survey, 2019

When respondents were asked about the degree to which employees opinions are sought by their supervisors, majority of the respondents representing (55.3%) strongly agreed. Findings of the studies help us to understand that supervisors in KTU seek the opinions of employees in decision making. This confirms what Ugboro and Obeng (2001), and Laschinger et al. (2006), found. The authors indicated that employees' involvement in goal setting and decision making in organization tends to affect their work positively.

This helps to conclude that it is very important to seek the opinions of employees in order to enable the employees to bring on board what their ideas are.

Table 4.2.2 I Get Needed Information

Responses	Frequency	Percent
Strongly Disagree	3	6.3
Disagree	7	14.6
Neutral	10	20.8
Agree	20	41.7
Strongly Agree	8	16.7
Total	48	100.0

Source: Field Survey, 2019

With respect to getting the needed information in order for the employees to perform their task, table 4.2. 2 indicated that majority of the respondents represented by (41.7%) agreed to this. This is consistent with what Ugboro and Obeng (2001); Laschinger et al. (2006), explained that it is generally held, that empowered employees have higher levels of job involvement and job satisfaction and can perform task satisfactorily.

Table 4.2.3 Contributes to the Organization’s Success

Responses	Frequency	Percent
Strongly Disagree	3	6.3
Disagree	1	2.1
Neutral	3	6.3
Agree	25	52.1
Strongly Agree	16	33.3
Total	48	100.0

Source: Field Survey, 2019

From the study conducted, majority of the respondents representing (85.4%) agreed that their hard work contributes to the success of KTU. Respondents representing 6.3% strongly disagreed while 6.3% of them were neutral. Two point one percent disagreed that his/her hard work contributes to the success of KTU.

The findings of the study is consistent with what Dey (2012), found. According to Dey (2012), individuals' level of attachment to their employing organization is as a result of commitments from the organization. This explains that employees will only give out their best when they are attached to the organizations in which they work. It is also deduced from the findings that employees have a role to play in contributing to the organization success because in KTU they are involved in decision making.

Table 4.2.4 Policy and Administration Procedures of KTU Agrees with My Values

Responses	Frequency	Percent
Strongly Disagree	1	2 .1
Disagree	3	6 .3
Neutral	11	22 .9
Agree	27	56 .3
Strongly Agree	6	12 .5
Total	48	100.0

Source: Field Survey, 2019

The table depicts that 56.3% are of the view that KTU's policy and administration procedures agree with their values. Also, 22.9% were neutral, 12.5% strongly agreed, 6.3% disagreed while 2.1% did not indicate their stand. Findings from this study matches with what Lee & Goa, (2005) found. The authors found that the relative strength of a person's identification with the values and goals of the organization lies in the loyalty of the organization. The findings of the study also match with what Finnegan (2000), found. Finnegan (2000), explained that the values that

employees believe the organization holds do to some extent predict employees' level of commitment. From the findings it implies that majority of the employees believe that their values agree with KTU policies and administration procedures.

4.3 Factors That Cause Employees to Have Negative Attitudes towards Work

Employees' negative attitudes are influenced by certain factors. The findings of the study below reveal factors that cause employees to exhibit negative attitudes.

Table 4.3.1 Employees' Involvement in The Planning And Implementation Process

Responses	Frequency	Percent
Strongly Disagree	9	18.8
Disagree	20	41.7
Neutral	9	18.8
Agree	7	14.6
Strongly Agree	3	6.3
Total	48	100.0

Source: Field Survey, 2019

When respondents were asked to what degree they are involved in planning and implementation process in KTU, 60.5% said they disagreed, while 18.8% were neutral, 14.6% agreed and 6.3% strongly agreed that they were involved in the planning and implementation process in KTU. This implies that majority are not involved in the process.

Findings from the study matches with what the finding of Hagedorn (2000), Malina and Selto, (2001). Their study found that workers who are disengaged due to very low levels of satisfaction, is not excited or desirous to contribute to the benefits of the organization and therefore is not actively engaged in work. The findings is also consistent with what Mc.Bain (2005), found. The

author indicated that, employee engagement is a recent concept which describes employees' commitment, involvement and job satisfaction. The findings of the study is again consistent with what Robinson (2006), found. According to him, employee engagement can be achieved through designing organizational environment where positive emotions such as involvement and pride are encouraged. In addition, he stated that employees' involvement improves organizational performances and reduces employee turnover.

Table 4.3.2 Training

Responses	Frequency	Percent
Strongly Disagree	6	12.5
Disagree	17	35.4
Neutral	12	25.0
Agree	12	25.0
Strongly Agree	1	2.1
Total	48	100.0

Source: Field Survey, 2019

Table 4.2.3 indicates that 35.4% of the respondents disagreed that they are given training, 25% of them agreed that they were given training while 25% were neutral in their response. According to a research conducted by Haslinda and Mahyuddin (2009), public sector organizations will increase employee job performance only if training and development is critically looked at. The study by the authors is consistent with the study of the findings.

Table 4.3.3 Involved in the Affairs of KTU

Responses	Frequency	Percent
Strongly Disagree	9	18.8
Disagree	20	41.7
Neutral	9	18.8

Agree	8	16.7
Total	48	100.0

Source: Field Survey, 2019

When respondents were asked whether they were involved in the affairs of KTU, majority of the respondents (60.5%) indicated that they disagreed that they were involved in the affairs of KTU. Eighteen percent were neutral. Sixteen point seven percent agreed while 4.2% strongly agreed that they were involved in the affairs of KTU. Robinson (2006), intimated that engagement can be attained through designing organizational environment where positive emotions such as involvement and pride are encouraged. Subsequently, organizational performance improves, and employee turnover reduces. Rahman, Habeeb & Kodikal, Rashmi (2017), sum up by noting that employees' performance is the summation of commitment and involvement towards their organization and its value.

Table 4.3.4 Satisfied with the Monetary Benefits

Responses	Frequency	Percent
Strongly Disagree	15	31.3
Disagree	19	39.6
Neutral	7	14.6
Agree	5	10.4
Strongly Agree	2	4.2
Total	48	100.0

Source: Field Survey, 2019

According to data, majority of respondents representing (39.6 %) disagreed that they were highly satisfied with the monetary benefits. Thirty-one percent of the respondents strongly disagreed, while 14.6% respondents were neutral. Ten point four percent and 4.2% of the respondents agreed

and strongly agreed respectively. The findings reveal that majority of the respondents were not happy with their monetary benefits.

The finding of the study is consistent with what Abdullai & Ramay (2012), revealed that pay satisfaction and participation in decision making had affected employees positively thereby committing themselves in the organization. The findings were also consistent with what Aguinis et al. (2013), found. The author’s study revealed that monetary rewards can be a very powerful determinant of employee motivation and achievement. Panagiotakopoulos (2013), concluded that employee performance is stimulated by certain factors such as staff motivation and financial rewards.

Table 4.3.5 Unfair for Punctual Workers to Wait for Late Ones

Responses	Frequency	Percent
Strongly Disagree	2	4.2
Disagree	3	6.3
Neutral	6	12.5
Agree	7	14.6
Strongly Agree	30	62.5
Total	48	100.0

Source: Field survey, 2019

Table 4.4.5 indicates that it is unfair that on-time employees have to be kept waiting for late ones. The finding shows that 62.5% of the respondents said they strongly agreed, 14.6% said they agreed, while 12.5% were neutral. Also, 6.3% said they disagreed, 4.2% strongly disagreed that it is unfair for punctual workers to wait for late ones.

It can be deduced from the findings that majority of the respondents believe that it is unfair for other workers to be punctual while others are late. This is a factor that causes employees to exhibit negative attitudes in KTU.

Table 4.3.6 Promotion in KTU Is Done Fairly, And Purely

Responses	Frequency	Percent
Strongly Disagree	1	2.1
Disagree	15	31.3
Neutral	12	25.0
Agree	6	12.5
Strongly Agree	10	20.8
Total	4	8.3
	48	100.0

Source: Field Survey, 2019

The table depicts that majority of the respondents (31.3%) strongly disagreed that promotion in KTU is done fairly. Twenty-five percent disagreed, 20.8% agreed, 12.5% respondents were neutral while 8.3% strongly agreed that promotion in KTU is done fairly. The table also showed that 2.1% didn't state his or her opinion. This helps us to understand that 55.3% of the respondents disagreed that promotion in KTU is fairly done. This has contributed to the negative attitudes that is exhibited by the employees of KTU. Employees believe that qualified people are not promoted and this has demotivated most of the employees especially those who are qualified and are not yet promoted. This confirms what Hagedorn (2000), revealed that job satisfaction is enhanced when employees feel that they have achieved more, are intensely involved and are appropriately compensated by recognition, responsibility and salary. The opposite is true. This means that Management of KTU has the responsibility to motivate their employees to work as per the expectation to enhance the organization's performance.

Table 4.3.7 My Working Conditions and Material Are Suitable

Responses	Frequency	Percent
Strongly Disagree	11	22.9
Disagree	20	41.7
Neutral	6	12.5
Agree	6	12.5
Strongly Agree	5	10.4
Total	48	100.0

Source: Field Survey, 2019

When respondents were asked whether their working conditions and materials are suitable, it was revealed from the table that 41.7% disagreed, 22.9% strongly disagreed and 12.5% were neutral while 10.4% strongly agreed.

This implies that majority of the respondents disagreed that their working conditions and materials are suitable. This is consistent with what Akinyele (2007), found the wellbeing of employees will be enhanced when employers provide conducive work environment which invariably will enable them exert themselves to their roles. The authors believe that this may translate to higher productivity. This implies that their wellbeing will be improved. Dvsuik and Kuvvas (2010), in their study stated that organizations need to give employees the ample resources and platform to perform their duties. This is consistent with the findings by (Dvsuik and Kuvvas, 2010). The finding of the study is also consistent with what Kuo (2013), found. The author revealed that organizations must quickly respond to the demands of employees in order to show organization's commitment to employees.

4.4. Examining the Relationship between Employees' Positive Attitude and Job Performance

Table 4.4.1 Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.660 ^a	16	.076
Likelihood Ratio	27.235	16	.039
N of Valid Cases	48		

a. 25 cells (100.0%) have expected count less than 5. The minimum expected count is 58. To know or determine the level of inter-dependencies between employees' attitude and job performance, the null hypothesis (H_0) – *there is no relationship between employees' positive attitude (punctuality) and job performance* at a level of significance of 0.05% was tested with Chi-square (X^2) on the contingency table above.

The Chi-Square as a non-parametric test is given by

$$X^2 = \sum_{i=1}^J \left[\frac{(O_{ij} - E_{ij})}{E_{ij}} \right]^2$$

With a degree of freedom (df) of (I-1)*(J-1)

Where O_{ij} = the observed values in the *ith* role and *jth* column E_{ij} = the expected values in the *ith* role and *jth* column at 5% level of significance.

By using the critical approach the χ^2 Critical is 2.12 (i.e. df 16, under $\alpha=0.05$) and the χ^2 computed is 24.660

Since the χ^2 computed is greater than the χ^2 critical, the null hypothesis (H_0) that *there is no relationship between employees' positive attitude (punctuality) and job performance* is rejected. It is therefore concluded that, *employees' positive attitude (punctuality) has an effect on job performance.*

Hypothesis:

H₁: there is a relationship between employees' positive attitude and job performance

H₀: there is no relationship between employees' positive attitude and job performance

The table above helps us to understand that employees understand that their punctuality to work has an effect on their job performances. This is consistent with what Shariq Abbas et al., (2012.) revealed that job attitude controls the productivity of the employees in an organization.

4.5 Examining the Relationship between Employees' Negative Attitude and Job Performance at KTU.

Table 4.5.1 Chi-Square Tests- Lateness to Work and Job Performance

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	45.239 ^a	20	.001
Likelihood Ratio	44.503	20	.001
N of Valid Cases	48		

a. 27 cells (90.0%) have expected count less than 5. The minimum expected count is .17.

By using the critical approach the χ^2 Critical is 2.086 (i.e. df 20, under $\alpha=0.05$) and the χ^2 computed is 45.239 with a likelihood ratio of 44.503 as shown on Table 4.5.1 above.

Since the χ^2 computed is greater than the χ^2 critical, the Null Hypothesis (H_0) that *there is no relationship between employees' positive attitude (punctuality) and job performance at KTU* is rejected. It is therefore concluded that, *employees' negative attitude (lateness) has effect on job performance*

Hypothesis:

H₁: there is a relationship between employees' negative attitude and job performance

H₀: there is no relationship between employees' negative attitude and job performance

The above results show that the difference between the observed and the expected data is not due to chance; at significance level of 95% the difference between the critical value and the computed value is statistically significant. These findings help us to understand that negative attitude such as employees reporting late to work has a negative effect on their job performance. This concurs with what Bolin & Heatheley (2001), found that behaviours of tardy employees may be viewed as negligence and disrespect toward the organization values. It has been revealed also by the New York Times (2006), that late employees may lower everyone's morale.

4.6 Conclusion

The findings indicate that there are some indicators that shows that employees exhibit certain positive attitudes towards work that have positive effect on their job performances.

It is also clear from the findings that there are certain factors that cause employees to show certain negative attitudes such as tardiness and absenteeism which negatively affect employees job performances.

SECTION FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section presents the summary of findings, conclusion and recommendation of the entire study and highlights the findings in line with the research objectives. Recommendations are also given to help address the negative attitudes exhibited by employees of KTU.

5.1 Summary

According to Fishbein & Ajzen, (2011), the psychological tendency that is expressed by assessing a particular entity with some degree of favour or disfavour is what is termed as attitude. Attitude describes the way an employee feels inside. It is also said that employees are the life force of every institution and the most substantial resource. These employees exhibit both positive and negative attitudes that positively or negatively affect their performances on their jobs at work. As a result of this, the researcher's focus for this study was to assess employees' attitudes and their job performance, a study which was carried out at Koforidua Technical University.

As part of the study, the objectives were to examine factors that cause employees to have negative or positive attitudes at KTU and establish the relationships between employees' positive and negative attitudes and job performance at KTU. As part of the methodology used for this study, the researcher sampled a number of forty-eight respondents who are administrative staff and also known as secretaries in KTU both at the senior and junior level with collection of data done using questionnaires. The study employed the use of the quantitative approach, percentages and chi square tests were used in analyzing the data collected.

In examining the positive attitudes exhibited by employees towards work, it was revealed by the

study that supervisors of KTU always asked for employees' opinions concerning related activities. This helps us to know that employee involvement in related activities is very high. This is also helps us to understand that supervisors of KTU respect and welcome opinions of employees. It is therefore important to know that supervisors seeking employees' opinions in work related activities is in the right order as it enables employees to give out their best when carrying out their tasks. This has also led to employees sharing their thoughts and initiatives towards improving job performance.

The study also indicates that majority of the respondents are willing to make sacrifices to the growth of KTU. The study also indicates that respondents understand that putting forth more efforts to their jobs will contribute to the successes of the organization and increase productivity as well. Furthermore, the study reveals that employees understand the effect that negative work attitudes will have on organizations. Employees believe that that the best practice is to do away with negative attitudes and rather improve upon the positive ones. The study again indicates that most of the respondents are assertive, kind, sociable, have the ability to learn new things and are able to deal with stress which shows the level of self-confidence and the cordial relationship that exist in the company. Additionally, most of the respondents believe that individuals should sacrifice self-interest for KTU in order to achieve desired goals and objectives. However, there are a number of attitudes that employees exhibit that hinder the progress of the institution. Some of these attitudes include, absenteeism, lateness to work, not paying attention to details and allowing their personality traits to affect their job performance negatively.

In addressing the factors that cause employees to show negative attitudes towards work, the findings of the study revealed a number of these. These factors include, promotions that are not fairly done, not involving employees in the affairs of KTU, not providing good working conditions as well as needed working materials, personality traits and lack of training opportunities for

employees which will enable them to also have personal growth. Low monetary benefits is also one of the factors that cause employees to exhibit negative attitudes.

In establishing the relationship between employees' positive and negative attitudes and job performance, the study indicates that majority of the respondents confirm that the positive effect of their involvement and commitment to work leads to improved job performance. Moreover, most of the respondents are aware of the negative effect on their performances at work.

5.2 Conclusion

The overall impression is that Koforidua Technical University has employees with different attitudes. Some of the attitudes found among the employees include job satisfaction, lack of employee involvement in the affairs of KTU, organizational commitment, lateness and absenteeism. It is obvious that the employees exhibit all manner of attitudes towards work related activities that has the capacity to affect job performance. The evidence from the survey indicates that there are certain factors that influence employees' attitudes in the institution which need to be addressed.

From the findings, it was revealed that some employees believed that they are not given the needed information to carry out their tasks. It can be deduced from the findings that communication is not effective between management and employees and this becomes very risky for the institution. This is one of the causes of employees' negative attitudes that hinders their performance.

5.3 Recommendations

The researcher presents the following recommendations to the management of Koforidua Technical University in order to encourage positive employees' attitudes and address negative employees' attitudes in order to improve job performance.

5.3.1 Motivation of Employees to Contribute to Improved Performance

In order for the institution to record higher productivity and as well get employees to work with passion, it is necessary that an approach to employee motivation is considered. This will enable employees to show positive attitudes towards what they do. A good motivation package like good compensation packages must be put in place in order to get the reflection of positive attitudes and improved performances. Management of KTU therefore are encouraged to critically look at employees' monetary benefits and motivation. Management of KTU must understand that most of these employees are not performing well on their jobs and this is reducing productivity because employees are not satisfied with their monetary benefits.

5.3.2 Improved Working Conditions and Materials

Working conditions especially the offices of the employees must be made suitable for them to work in. Management must ensure that all offices which do not meet the standards of a good office must be renovated. Employees stated that it is one of the reasons some of them they do not feel like coming to work.

Working materials needed for the smooth running of the offices must be readily made available. Management of KTU must ensure that working materials are always given out and in right quantities when requests are made. Making available working materials will improve employees' job performances as well.

5.3.3 Friendly and Professional Relationship amongst Colleagues at Work

From the survey carried out, it was revealed that there exists cordial relationship amongst colleagues in KTU. Going forward, Management of KTU is encouraged to ensure that the friendship that exist continues in order to continue sanity in the institution.

5.3.4 Training of Employees

Training of employees regularly helps to update employees by giving them the new skills used in their fields of work. Employees of KTU according to the survey carried out indicated that they were not given training. In view of this, I therefore recommend that management of KTU should schedule frequent training for the employees in order for them to have personal growth as well.

This will also improve their job performances.

5.3.5 Relaying Information

Management of KTU is encouraged to release information that employees need in order to carry out their tasks. This will be achieved when communication is very effective between supervisors or managers and the employees.

5.3.6 Promoting Deserving Employees

It was revealed from the survey that promotion of employees were not fairly done. It is one of the main reasons why staff put up certain negative attitudes. Management of KTU are to make sure that promotion is done fairly and to the deserving employees. Acceptable criteria or requirements should be laid down so that everyone in the institution is educated on how promotions are conducted.

5.4 Future Research

The focus of this study was employees' attitudes and job performance. Findings from the study revealed some positive attitudes that improve job performances. The study also revealed some factors that lead employees to have negative attitudes towards work. Negative attitudes exhibited by employees of KTU have cost implications on the institution. During the collection of data,

respondents complained about their welfare in KTU. I will therefore propose that other researchers focus their study on the welfare of employees at KTU.

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APPENDIX I

UNIVERSITY OF GHANA BUSINESS SCHOOL

Dear Sir/Madam,

I am MA student of University of Ghana Business School and in my final year. It is required of me to do a project work on the topic, employees' attitude towards work and job performance, a case study of Koforidua Technical University (KTU) in Koforidua in the Eastern Region, Ghana. This is as part of the Masters of Art Programme.

It would be very much appreciated if you could share your views and experiences on the issue under consideration. The responses will be used for purely academic purpose, and therefore strictly confidential. Thank you for your cooperation and support.

Instruction: Please tick responses in boxes provided and write where necessary. Thank you.

QUESTIONNAIRES SECTION A

1. Gender: Male [] Female []
2. Position / Job title:
3. Employment status: Senior staff [] Junior staff []
3. Age: (a) 25-35 [] (b) 36- 45 [] (c) 46-55 [] (d) 56 -60 []
4. Educational Qualification:
5. Department:
6. How long (in years) have you worked at KTU.....

SECTION B

Please indicate the degree to which the following statements best describe your perception and opinion towards aspects of your job and the organization.

(5) Strongly agree (4) Agree (3) Neutral (2) Disagree (1) strongly disagree

Statement	1	2	3	4	5
A. Employee participation and engagement					
7. My supervisor often seeks for my opinion in decision making					
8. when addressing changes within KTU, I am involved in the planning and implementation process					
9. I am given training which allows me to partake fully in the organization's activity					
10. I am involved in the affairs of KTU					
11. Information needed to complete tasks is readily available					
12. My involvement and engagement at work has increased my job performance					
B. Organizational Commitment					
13. Employees should be faithful to his/her organization					
14. KTU deserves my devotion					
15. I have to force myself to go to work most of the time					
16. My hard work contributes to the organization's success					
17. My Job performance has improved as a result of commitment from KTU					
C. Job satisfaction:					
18. I feel fairly well satisfied with my present job					
19. I have a pleasant job					
20. I am content with my monetary remunerations					
21. I feel proud to work at KTU					
22. job performance has been affected by the level of job					

satisfaction					
D. Lateness					
23. when I am late to work I feel uncomfortable					
24. To be late to work is immoral					
25. when a colleague is late to work or a meeting I get upset					
26. going to work late is disrespectful					
27. It is unfair that punctual staff have to keep waiting for colleagues who are always late					
28. Being late to work has affected my job performance					
E. Absenteeism					
29. when I absent myself from work I feel uncomfortable					
30. absenting yourself from work without any excuse or concrete reason is immoral					
31. I seek for permission when leaving the work place					
32. My absence affects work in general					
33. I inspire my co-workers to be punctual at work					
34. Absenting myself from work has affected my job performance					

SECTION C: CAUSES OF EMPLOYEE ATTITUDES

With the experiences you have about your current job at KTU, kindly indicate what your perception and opinions are:

Statement	1	2	3	4	5
Personality Traits Causes					
35. I welcome new experiences and innovations					
36. I have the desire to complete task to my maximum ability					
37. I give attention to details					
38. I am confident, affable and a risk-taker					
39. I have consideration for others					

40. When I am under pressure, I am able to handle stress and maintain calmness					
41. My personality traits has effect on my job performance					

SECTION D: CULTURAL CAUSES

Statement	1	2	3	4	5
42. I take group creativity in making decisions,					
43. I am comfortable with change whether it is explained or not explained					
44. Job performance has been affected by some cultural values					
Intrinsic Job Factor					
45. training opportunities for learning are available at KTU					
46. I get personal growth priorities from KTU					
47. Promotion in KTU is purely and fairly done based on capabilities and skills					
48. Job performance has been affected by core factors					
Organizational Factor					
49. KTU's policy and administration procedures agrees with my values					
50. There exist friendly and professional relationship among my colleagues					
51. I have suitable working conditions and material					
52. Job performance has been affected by organizational factors					

Any other comments can be written in the space provided below

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End of questionnaire. Thank you for your time.