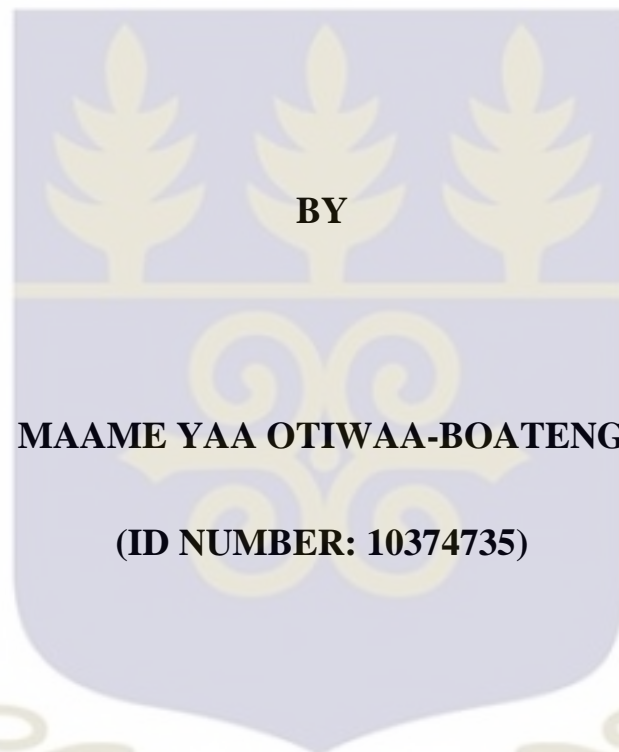


UNIVERSITY OF GHANA

UNEMPLOYMENT AND EMPLOYEES ATTITUDES TO WORK AT

ARAMEX GHANA LIMITED.



BY

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**A PROJECT WORK SUBMITTED TO THE DEPARTMENT OF
ORGANIZATION AND HUMAN RESOURCE MANAGEMENT,
UNIVERSITY OF GHANA BUSINESS SCHOOL, UNIVERSITY OF
GHANA, LEGON IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF A MASTER OF ART IN
MANAGEMENT AND ADMINISTRATION.**

DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

.....

.....

MAAME YAA OTIWAA-BOATENG

DATE

(STUDENT)

CERTIFICATION

I hereby certify that this project work was supervised in accordance with procedures laid down by the University.

.....

.....

DR. YVONNE LAMPTEY

DATE

(SUPERVISOR)

DEDICATION

This work is dedicated to my lovely father and siblings for the anchor they provided me as I combined work and academics.

ACKNOWLEDGEMENT

My first acknowledgement is to God for the amazing grace He has for me. I also want to acknowledge the contribution from my Supervisor, Dr. Yvonne Lamptey for her diligence and guidance in supervising this project work.

Further appreciation goes to Management Staff and Employees at Aramex Ghana Limited for their time, effort and availability to assist me during the data collection phase. I am very grateful for such a welcoming attitude to the course of advancing knowledge and application through research. Also, I say kudos to my family who shielded me when things were getting tough on this project and other academic demands. Thank you to all persons whose opinions and suggestions have made it possible to get this project work completed.

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ABSTRACT

Long-term unemployment has negative consequences for the individual, society and a country's economic system. People who are unemployed for a long period find it more difficult to be employed as time goes by and has effect on their behaviours when they should even secure a job. The study examined the indirect effect of unemployment on employee's attitude to work. The study was conducted using the staff of Aramex Ghana Limited with a population of forty (40) employees, inclusive of management to investigate whether long-term unemployment of others influences employees' attitude to work. The study used a mixed method approach where data was obtained via quantitative mode using survey instrument as well as face-to-face interview. A sample of 30 employees inclusive of management were used for the study. The purposive sampling and the convenience sampling modes were adopted in obtaining respondents by following basic ethical guide in research. The findings of the study indicated that unemployment has no negative impacts on employee's attitudes to work at Aramex Ghana Limited. However findings revealed that Aramex Ghana Limited may experience high employee turnover in years to come due to poor conditions at work. This is because majority of the employees have intentions of finding new jobs in other organizations, which may be as a result of employees' quest for growth or change in future. The study recommends that management should initiate and promote job activities that alleviate boredom and also concentrate on promoting organizational careers for the employees at Aramex Ghana Ltd. The study finally concludes that work attitude factors such as job security, opportunity for advancement, competitive salaries are all important motivators that have strong potentials to ensure positive work attitudes of employees.

1.0 Introduction

This study is undertaken to examine employee attitudes in a service firm within the Tema metropolis in Ghana known as Aramex Ghana Ltd. The indirect effect of unemployment on employee attitudes within the organization is investigated and reported as such. The following highlight the reports according to the project outline. This includes the Background of the study which provides a glimpse of the foundation to the research. Also, the rationale for undertaking this project work was highlighted to demonstrate the significance that this study is. In addition, enumerated objectives were developed based on the research aims. This was followed by a brief literature review of existing and related studies on the research topic to provide the empirical justification for undertaking this study and generate research gaps. The other critical sections were also clearly followed where an expanded methodology section was espoused to bind the study together and make the research findings acceptable. The discussion, conclusion and recommendation sections were argued, summarized and presented.

2.0 Background

Organizations are increasingly challenged to manage and deal with rapid transformations that are happening in the business world (Shah, Irani, & Sharif, 2017). The corporate environment has a dossier of work demands, pressing need to reduce workforce, whiles managing to provide returns on owners' equity (De Beer, Pienaar, & Rothmann, 2016). One critical area worth considering is the human capital that these organizations have, their attitudes, work ethics and demeanour in their day to day activities within the work premises and their effect on the overall goal that organizations are seeking to achieve. Human capital per the social man paradigm indicate the need to belong to, be appreciated and cared for, as one offers

services to the organization. This is now not the case in most organizations where competition and constant innovation is threatening business survival (Nojehdeh & Pasban, 2016).

Prior to industrial revolution, the ultimatum of most employers was seeing that work was done in spite of the available working conditions (Myers & Tietjen, 1998). Improvement in productivity was the overriding concern of the industrialist but not the psychological well-being of the workers.

The approach to job satisfaction by Frederick Taylor, the father of scientific management was based on a philosophy that man is motivated by money alone (Waggoner, 2013). However, proactive business leaders have come to realize that happy workers are more productive and an essential resource to their organization and that their motivations are not driven by money alone (Luthans & Youssef, 2004).

Employees' attitudes and feelings towards their work are greatly influenced by their sources of motivation and demotivation (Spector, 2013). Employee attitude as described by Issifu (2014), is the way an employee feels within, the employees' feeling towards his employer, co-workers and his position within the organization. Early and Chaiken (1998), also defined employee attitude as a psychological manner expressed by assessing a particular environment with some degree of favour or disfavour.

The attitudes of employees according to Clark, Knabe and Rätzel (2010), are influenced by several factors including unemployment, which is considered as one of the strongest correlates of individual well-being. This is because Job loss is associated with significant loss of income, loss of non-pecuniary benefits associated with working, loss of social status, weak time structure leading to motivational disorientation and a general lack of sense of purpose and goals in life (Browning & Heinesen, 2012; Davis & Von Wachter, 2011).

Again, the increasing nature of unemployment provides room for employers to have more and stronger bargaining power over applicants during the recruitment and selection process. This has made people to give in to conditions of service and remuneration that are being offered without any or little objection (Gerhart, Hollenbeck, Noe, & Wright, 2017). Thus, increasingly introduced the mechanical nature of business operations where people are seen as extension of tools and equipment and thus can be easily disposed of and get a new person to replace. The result tends to influence and breed into the attitudes that employees of an organization will demonstrate both on and off the job (Raykov, 2005). This does not make work meaningful and enthusiastic as consultant and researchers in management are constantly researching and proposing new ways of making the workplace a favorable environment, where there is quality exchange among employees, management and owners (Bailey & Madden, 2017).

3.0 Rationale for the Study

Employees' attitudes to work are essentially influenced by factors within and outside an organization. Many recent organizations are experiencing poor level of employee attitude which includes frequent low employee work commitment and satisfaction, improper behavioural attitudes to customers and co-employees consequently affecting the organization performance (Prottas, 2008). Therefore, it is important to identify the essential variables associated with employee attitude which have a massive impact on the performance and attitude of the worker in an organization (Kodikal & Rahiman, 2017).

Some researchers (Lepak, Nishii, & Schneider, 2008; Suleiman, 2013) have argued that employee attitudes are influenced by a number of factors including organizational climate, leadership, motivation, training and development etc. The positive attitudes of employees

have important contributions to the overall strategy of firm's profitability through high job performance, satisfaction, citizenship behaviours and pro-social behaviours (De Menezes & Kelliher, 2017).

The study aims to provide important information which will be of great value to Aramex Ghana Limited. The study will help Aramex Ghana Limited formulate better employment policies, by providing the organization with an understanding about the detrimental impact of unemployment rate and insecurity on employee attitudes. This will intend help develop and maintain a quality work life, provide fresh insights to enhance the employee and organizational outcomes, through building right set of job attitudes and a stronger human relations system that will emphasize the importance of developing right set of employee attitudes. Finally, it is to aid management of Aramex Ghana limited and other organizations to establish modern strategies for managing employees' attitudes to be able to meet the challenges of change in the future.

4.0 Research Objectives

The general objective of this study is to examine unemployment and employee attitude to work at Aramex Ghana Limited. The study would attempt to achieve the following specific objectives.

1. To examine employees' attitudes at Aramex Ghana Ltd.
2. To examine the link that unemployment of others or personally has on employees' attitude in the organization.
3. To provide measures and recommendation for improving job attitudes.

5.0 Literature Review

5.1 Introduction

This section provides a review of related studies that were found in the literature on employees' attitudes, impact of unemployment and underemployment on incumbent employees. The reviews also examine some recommendations posited by other researchers on improving job attitudes within organizational context.

5.2 Theoretical Review

The current study will be anchored in the social comparison theory. This theory was initially proposed by Festinger (1954).

Social comparison theory centers on the ideology that, there is a relation between individuals to gain a precise self-evaluation. The theory explains how individuals assess their own capabilities and opinions by comparing themselves to others in order to reduce uncertainties. It also elicits a variety of behavioural, cognitive and effective reactions which might depend on the self-monitoring of the individual. Reactions aroused from comparing self with others are largely caused by a threat to the self-image, a sense of injustices or any other uncomfortable state that results from the external and internal environment of the individual. Social comparison may induce self-enhancement, competitiveness, low or high self-esteem.

5.3 Concept and Types of Employee Attitudes to Work

Employee attitudes deals with organizational behaviours, it stems from the managerial process of directing employees into realizing organizational and personal goal effectively. The role of employee attitudes is to help determine the attitudes of employees and their job satisfaction. At the workplace, happy employees signify that employees are satisfied with their work, which ultimately improves their work quality. Attitudes and job satisfaction also

depend on the employees as well, then entirely on management. There will be a decrease for external motivation from management, if employees enjoy their work. Since their satisfaction and motivation will be attained from the completion of their work (Jackson,2004). According to Leonard and Thompson (2019), an attitude is a psychological state of mind which determines the thought of a person about situations, people and things.in the workplace employee attitudes can either be positive or negative about their specific work task, colleagues, management, goods and services or the organizations as a whole employee negative attitudes reduces work efficiency and productivity with examples as absenteeism lateness and theft. While employee positive attitudes increase work efficiency and productivity with examples as job satisfaction, job involvement and organization commitment.

5.4 Empirical Review

Green (2011), defines “employability” as the ability of an individual to find and keep a job, but in the course of being employed, there are uncertainties of the individual becoming unemployed. Several researchers have observed that there is a consistent association between economic declines and mental health using aggregate unemployment rates (Fenwick & Tausig, 2012). These patterns haven been interpreted to suggest that higher rates of unemployment affect employee well-being which eradicate positive attitude to work (Glavin & Young, 2017).

In accordance with the social comparison theory, reported cases recorded from several managers revealed that employees’ attitudes are negatively influenced by unemployment of others around them. It is evident that, there is poor or low productivity, morale and commitment of employees who have survived layoffs in organizations (Clark et al., 2010).

Eisenberg and Lazarsfeld (1938), used a descriptive method as the first psychologists to examine the emotional destructive effect of unemployment. Survivors of layoffs have feelings of guilt, show poor concentration and increasingly seek alternative employment, while others decide to stay in distressing jobs that they would have quite if the labor market conditions were better (Clark et al., 2010).

Another similar study conducted by Browning and Heinesen (2012), examined the impact of job loss due to plant closure on risk that ex-employees faces. They used panel data between the periods of 1980-2006 in Denmark and found the following; there was increased risk of mortality and frequent hospitalization among blue workers who used to work in these large plants which were shut down. Mental issues were on the rise with increased suicide attempts, traffic accidents due to human errors and general mental illness.

Caroli and Godard (2016), investigated the extent to which a feeling of job insecurity by an employee influences health. The study included sample respondents to the survey study from 22 European countries. They found that, there was deterioration of health outcomes of people who were threatened with job loss.

A developed and formalized idea from Smith and Tudela (2012), affirms that employees (survivors) seek other jobs not only to find a better paying job but to insure themselves against occurrence of being unemployed. This increases employee turnover intentions, and alternatively affecting employee commitment and attitudes negatively in organizations. Bohle and Quinlan (2009), postulated that, the negative impact of unemployment does not only stem out from the organization an employee belongs, but also outside the organizational environment. First, unstable labor market and economic contractions leads to high rate of unemployment, which influences organizations to restructure their operations in areas that exert job pressures on surviving employees. Second, employees use external factors, which include the experiences and behaviours of others as a source of information to predict

employment opportunities outside the organizations. When facing threats in their current job, employees may use the experience of people around to assess the available resources and opportunities in the occurrences of being jobless themselves (Jack, Lam, & Phyllis, 2013). The consequences of downsizing, restructuring of organizations and harsh labor market, all resulting to unemployment leads to low morale, erosion in motivation and loyalty among survived employees (Sparks, Faragher, & Cooper, 2001). The employees re-assess their job insecurity level, exhibiting feelings of anxiety and anger, which erodes good mental health and attitude especially in a prolonged exposure (Glavin, 2015).

The aggregate detrimental impact of unemployment on the subjective well-being of employees is found to be large and it is driven partly from the increased number of unemployed people but largely from the inferred greater job insecurity of employees who have socially compared themselves with the unemployed individuals around them (Green, 2011).

6.0 Methodology

6.1 Introduction

This section of the study highlights the key factors in the approach and systematic steps in collecting data for the purpose of making meaning from the study variables (Kumar, 2019). There is highlight of Research Paradigm, Research Approach, Design, Population, Sampling and Sample Size, Validity and Reliability of Instruments and Ethical Guidelines that was followed during the study period.

6.2 Research Design

A research paradigm refers to a philosophical way of thinking, of which a researcher assumes based on the research objectives. The paradigm provides a blueprint of belief and direct how a research question should be studied, and meanings ascribed to it (Kivunja & Kuyini, 2017). Among the numerous paradigm that has been reported by researchers including positivist, constructionism, critical paradigm. The study adopted the interpretivist paradigm. This is because; the researcher wanted to understand the key participant's experiences of unemployment and job attitudes. This helped the researcher to make meaning from the interaction with the participant in this study (Wahyuni, 2012). Among the two popular approaches in research, thus, quantitative and qualitative approaches (Walliman, 2017), the study utilised the mixed method approach because according to Creswell (2003), the mixed method involves gathering both numeric information (instruments) as well as text information (interviews).

This method according to Gorard (2004), help reduce less waste of potentially useful information and also help the researcher with the ability to make proper criticisms because figures can be very persuasive to policymakers whereas stories from interviewees are more easily remembered and repeated by policy makers for illustrative purposes.

6.3 Population

According to Greenfield and Greener (2016), a research population is defined as a collection of individuals, or things that have similar traits or characteristics they can be categorized as a unit. The study targeted the staff of Aramex Ghana Limited, which served as the population frame. The total population for this study was 40 employees.

6.4 Sampling Technique and Sampling size

The researcher used purposive and convenient sampling in choosing participants for the study (Daniel, 2012). This allows for gaining access to a significant number of samples from the larger target to provide rich data for the study (Cassell et al., 2018). These non-probability sampling methods does not allow for equal opportunity for each member to be selected and hence allows a subjective selection of key respondent from the study organization to be targeted and approached to obtain their perspective on unemployment and its relation on work related attitudes (Newhart & Patten, 2017).

Mixed method research is known to use small samples in obtaining data. Hence a sample of thirty (30) participants was analysed. Also, the sample size is justified by researchers (Boddy, 2016; Guassora, Malterud, & Siersma, 2016), who proposed that a sample size ranging from 12 to 300 is sufficient for a research analysis.

6.5 Research Instruments

The quantitative data was obtained using the Attitude towards work scale which had 15 items and have been reported to be a valid and reliable scale. The measure requires that respondents score on a Likert format from 1-5 on the degree of agreement to a set of statement. The conducted interviews were semi-structured in nature. This means that the interviews were designed to cover subject areas that had previously been determined as central. The interview focused on the objectives of the study. Such interviews facilitate discussion and make it easier to arrive at a more comprehensive picture, and also allow the story to be told within its context (Patton, 2012). The interviews supplement the questionnaire to provide a closer examination of the issue of long-term unemployment and employee attitudes to work. The interview guide was developed based on the objectives of the study and standardized

procedures in developing interview guide as posited by Kallio, Pietilä, Johnson and Kangasniemi (2016).

6.6 Ethical Consideration

The study ensured all ethical guidelines are followed through, from Pre-Data collection, Data Collection and Analysis and Reporting. Similarly, ethical conduct espoused by Guba and Lincoln (1989), as cited by Flick (2018), have credibility of findings, transferability, dependability, confirmability and authenticity of data via multiple perspectives. Also, ethical guidelines that guide basic research such as confidentiality, informed consent, voluntary participation and beneficence was maintained in this research.

7.0 Results

7.1 Introduction

This section consists of data analysis and involves a thorough presentation, description and discussion of the data gathered, addressing the research questions and objectives. The section focused on the analysis, presentation and interpretation of responses in the study using descriptive statistics. Frequencies, percentages and mean were used to explain the responses to the questionnaires. It mainly covered data on respondents' characteristics, background information, other statistical analysis of key variables – employee attitude and overall employee future prospective and social comparison. This study was carried out in Aramex Ghana Limited. Forty (40) respondents participated in the study. Ten (10) unstructured interviews and Thirty (30) structured questionnaires were used to extract data for the study.

7.2 Respondents' Characteristics

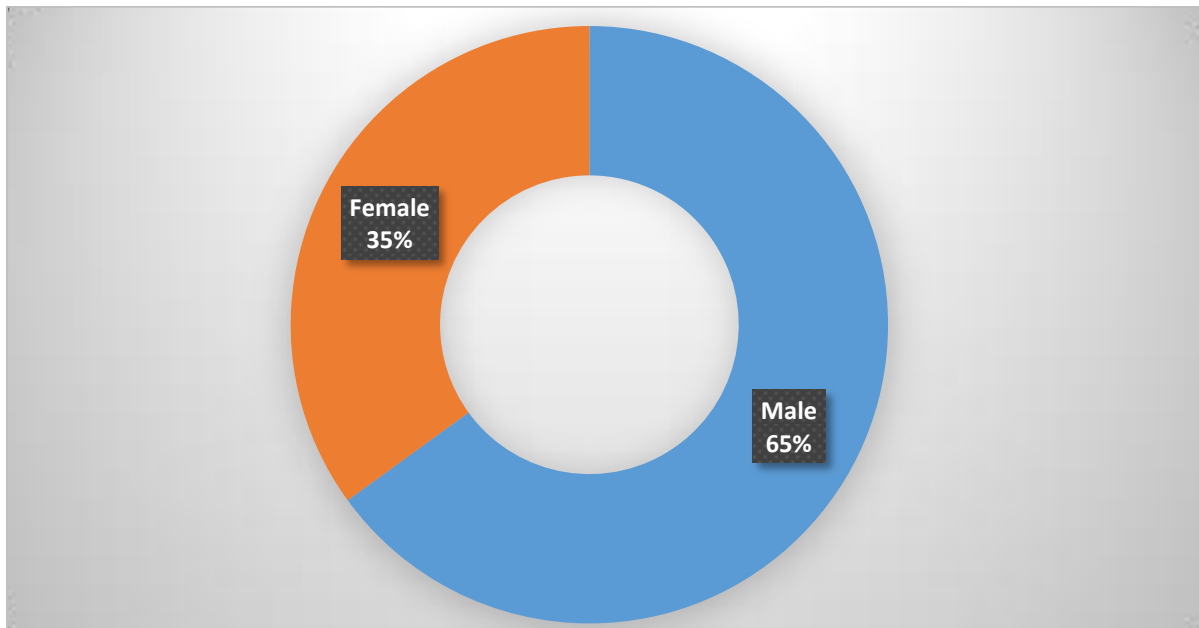
The study tried to find the respondents' demographic data, which included; respondents' gender, academic or professional qualification and years of service at Aramex Ghana Limited. This aspect of the analysis dealt with the respondent identification. The study presented descriptive data related to the respondents because their characteristics had an influence on the results of the study.

7.2.1 Gender of Respondents

Within every society, it is quite common to find services that are either exclusively or strongly associated with a particular gender. According to Creswell and Creswell (2017), demographic features, such as gender is an important component in research studies. For this study, measuring the effect of long-term unemployment on the attitude of employees in the delivery and logistics service industry by assessing the gender variation of the respondents is equally important. Gender roles have an important and significant component in determining the behaviour or reaction of respondents as a category in this study (Kanuk & Schiffman, 1997).

Respondents' gender as presented in Figure 1 shows 65% male representation and 35% female. Distributions by gender were clearly skewed towards the male gender respondents and almost double that of the female respondents. All predetermined criteria for the study sample were met, and the respondents' demographic characteristics were well distributed across all attributes of interest.

Figure 1: Gender of Respondents



Source: Fieldwork (2019)

According to Supervisors at Aramex Ghana Limited, long-term unemployment is more frequent in the case of women than in the case of men. However, they add that while the delivery and logistics service industry remain undeniably male dominated, this fact certainly has no bearing on the decisions made at Aramex Ghana Limited. They opined that the industry has been given an image problem, and wrongly associated with typically masculine stereotypes.

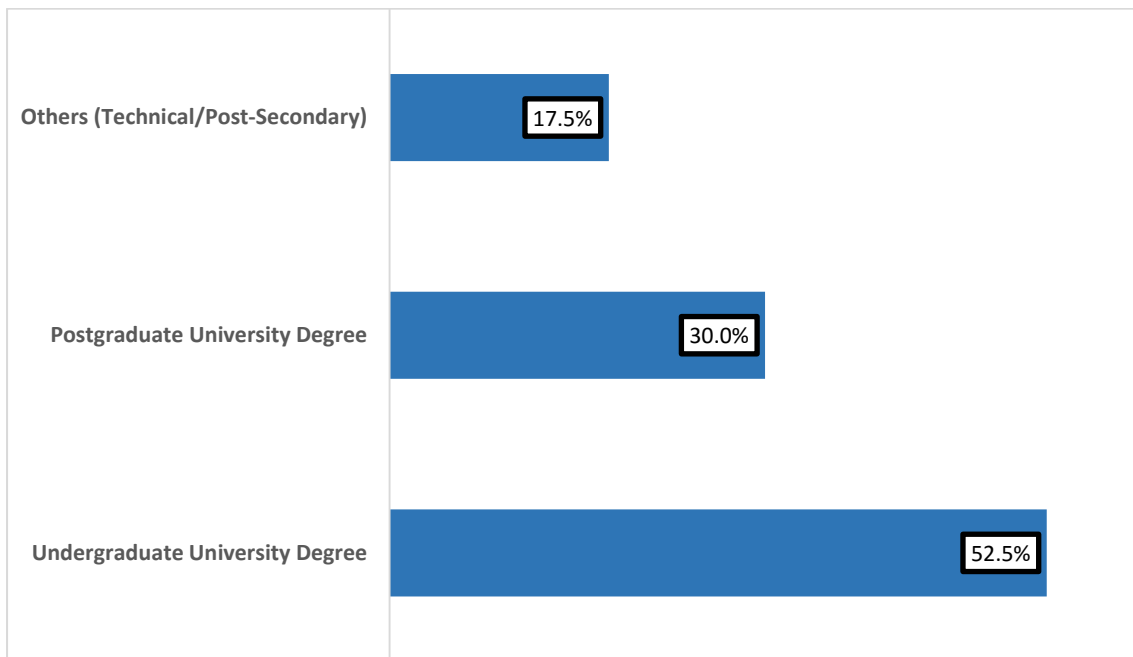
7.2.2 Academic and Professional Qualification of Respondents

Academic and professional qualification varies substantially among employees of an organization and affect considerably on need and wants of each employee (Proctor, 1996). A higher academic and professional qualification can be expected to enhance the quality of service delivery, as educated or professional people are more likely to be more committed, thereby contributing to a higher level of quality in service delivery (Kiel & Layton, 1981). In this study, the academic and professional qualification of the respondents is significant

because it likely to have an impact on employees' work attitude as well as future prospective and social comparison in Aramex Ghana Limited.

Figure 2 below represents respondents' academic and professional level at Aramex Ghana Limited. All respondents have at least Post-Secondary level of education. Respondents have a well-educated background with over 82% having higher tertiary education, specifically undergraduate degree (52.5%) and Postgraduate degree (30.0%) with only 17.5% of respondents having a technical or Post-Secondary school qualification.

Figure 2: Academic/Professional Background of Respondents



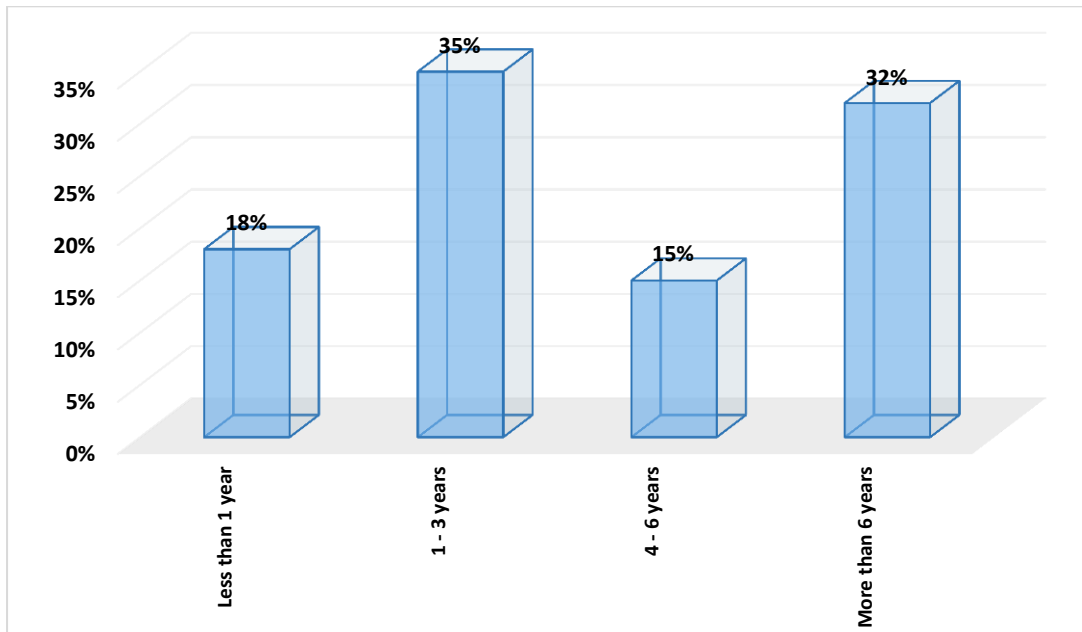
Source: Fieldwork (2019)

At Aramex Ghana Limited, managers believe that educational attainment has a significant impact on the possibility of finding a job as well as on the duration of unemployment. In their view, poorly educated persons have a higher unemployment rate than the highly educated.

7.2.3 Years of Service

The study sought to know how long the respondents have stayed in their various department, as this helped in determining their experiences and knowledge of the organization. The findings are indicated in the Figure 3 below.

Figure 3: Years of Experience of Respondents



Source: Fieldwork (2019)

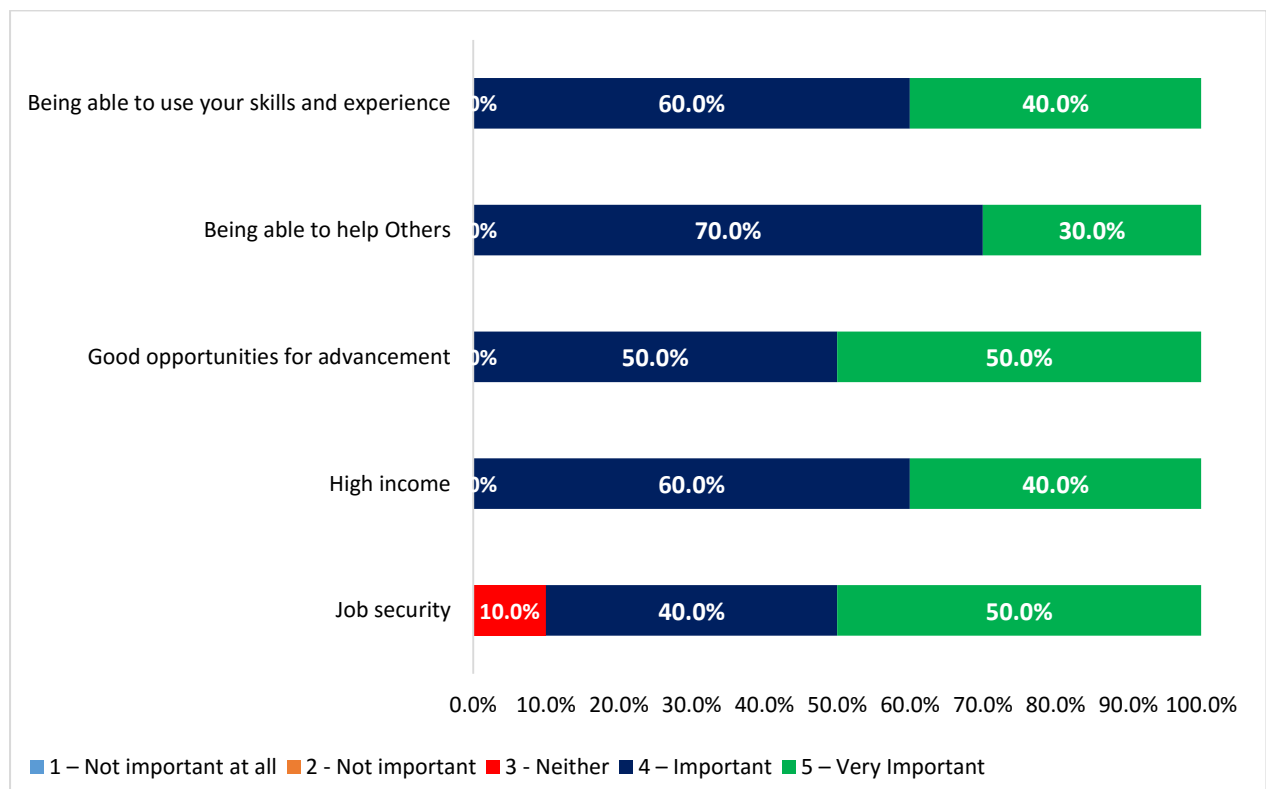
From the findings in Figure 3 above, 11% have worked for less than one year in Aramex Ghana Limited, majority of the respondents (35%) have worked between one year and three years, 15% of the respondents have worked four and six years while 32% have worked more 6 years in their respective companies.

7.3 Long-Term Unemployment and Employee Work Attitude

This section analyzed the employee attitude to work to examine the link that unemployment effect has on employees' work attitude at Aramex Ghana Limited. Additionally, understanding employees' attitudes and behaviours in hiring decisions is therefore essential:

their views, whether they are accurate or not, are of a material consideration. Attitudes towards work were measured by the use of “Attitudes towards work scale”, a two-factor tool for measuring employee’s attitudes towards work because of long-term unemployment. The scale consists of 15 statements with the first-part dimension measured using five (5) statements while ten (10) statements for the second-part domain.

Figure 4: Employee Work Attitude



Source: Fieldwork (2019)

The respondents expressed their opinions on the statements included in the questionnaire on 1 to 5 scales. This created a total score of maximum 75points and a minimum of 5points. The higher the result, the higher the level of the positive dimension of attitudes towards work. A low result indicates treating work mainly as a forced and unpleasant activity, resulting first from economic needs. On the other hand, a high result means that work is perceived as an

activity that brings benefits to the job incumbent and sets social identity of man. A low result indicates a negative role of work as a social benefit.

The first-dimension results of the “Attitude to work” measurement is also depicted in Figure 4. These attributes were measured on the scale of 1 - Not important at all, 2 - Not important, 3 - Neither Important nor Unimportant, 4 - Important, 5 - Very Important.

First, with Job security, none of the respondents gave responses of non-importance to the question of Job security. Meanwhile, 40.0% and 50.0% indicated that Job security was important and very important respectively. This is a strong indication that the “Job security” dimension is of great importance to employee’s attitude to work. This result supports the literature and specifies that employees are more susceptible to show better work attitude with job security offered by the organization.

Similarly, this finding was highlighted in the short interview session the researcher had with respondents.

...you see, the whole thing is about job insecurity oooo. If I get to be a permanent staff and can work here for a long period, why not. There are so many companies around that lay off workers and Aramex may not be different from those ones. I think this job insecurity has both direct and indirect effects on workers behaviours and emotions.

Job insecurity was found to have relevant psychosocial consequences for both individual employees and organizations. It was affirmed that job insecurity was negatively related to job performance. This affirms with Lee (2005) view on how the growth desire of individual characteristic within organizations influences career commitment. Therefore, in the case of employees with high growth desire are less aware of job insecurity. Additionally, it was cited in the literature by Adkins, Werbel and Farh (2001) and Chirumbolo and Hellgren (2003) that job insecurity adversely affects job satisfaction, organizational commitment and intention to

leave the organization. Those employees who perceived job insecurity reported lower job satisfaction and organizational commitment and higher levels of intention to leave the organization. These findings thus provide additional evidence for the conclusions of previous studies. Job insecurity seems to be perceived as a work stressor, which negatively impacts on employees' attitudes and increases their intention to leave the organization (Chirumbolo & Hellgren, 2003).

Secondly, regarding how important employees feel about income levels in their job, none of the respondents indicated any negative response. About 60% and 40% stated that high-income level is Important and Very important respectively to quality of work and attitudes.

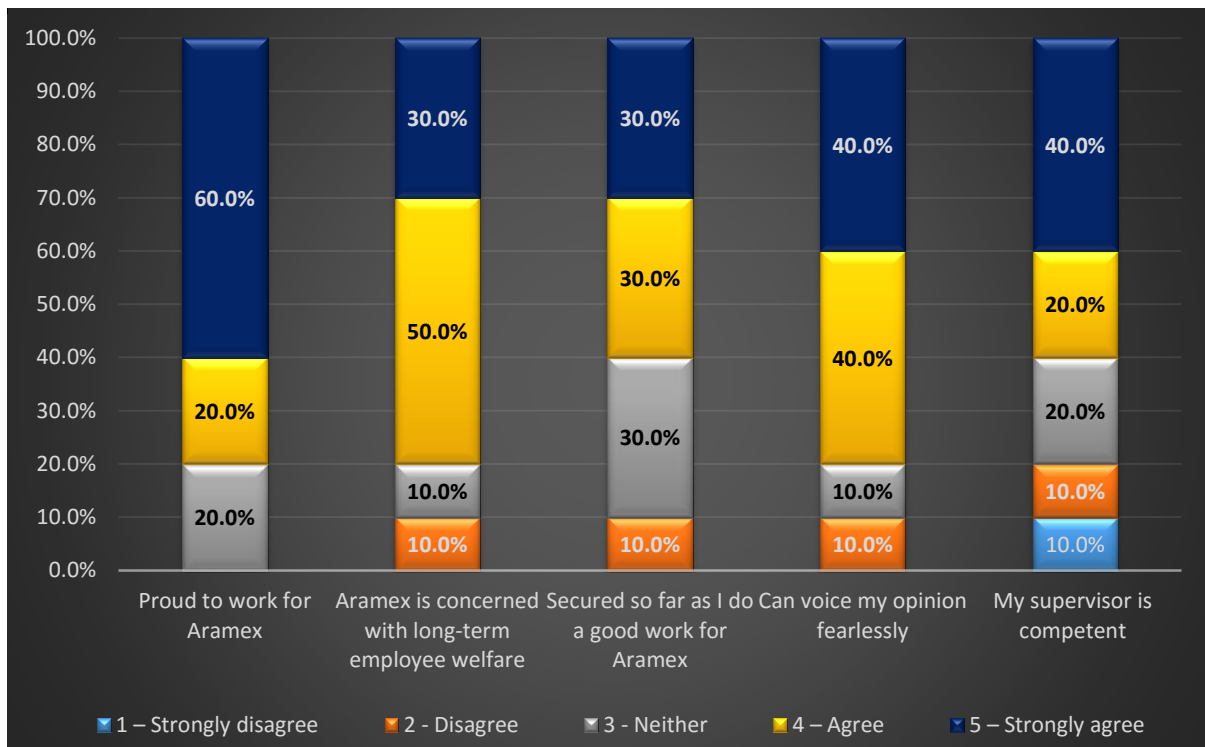
The literature indicated that employee development and career advancement are the major factors for an employee to leave the organization. Farjoun, Ishak, Saporta and Moshe (2003), stated that opportunities for advancement play a role in controlling employees' work attitude and turnover depending upon the type of occupation. In relation to good opportunities for advancement, still none of the respondents gave an undesirable feedback. Responses were at par for important and Very important at 50% each.

Next, team performance refers to the extent to which a team meets established objectives for quality, cost, and time (Gemnuenden & Hoegl, 2001). Employee's ability to help others to achieve organizational goals and targets is fundamental to work attitude. Again, none of the respondents chose a negative response. Approximately 70% and 30% indicated that being able to help other colleagues was "Important" and "Very important" respectively. However, the "important" happened to be more than the "very important". Finally, in terms of using your skills and experience to support organizational achievement, once again, approximately 60% and 40% noted that this was "Important" and "Very important" respectively. Nevertheless, the "important" happen to be more than the "very important".

Managers of Aramex had less favourable attitudes towards employing the long-term unemployed than towards employing those who have been out of work for shorter periods. They asserted that employed workers are more skilled and valued, unemployed people are often frustrated, bitter and angry – attitudes which are not welcomed in new working environments, the skills and contacts of unemployed people may be out of date and that redundant people are perceived to be poor contributors to performance or fraught with other problems.

The second dimension of the work attitude scale was also assessed and reported. The role of worker attitude is to lay the foundation for further performance and if a good foundation is laid at the worker level, there is likely to be an improvement at other level. However, different organizations at different times have passed the blame of poor work attitude in organizations to the workers, because of their low achievement, low motivation and other factors. Employee attitude was measured using 5 items Likert scale from Taylor and Bowers (1972). Respondents were asked their levels of agreements with various aspects of their working conditions and organization. The study associated employee work attitude with Aramex Ghana Limited into ten dimensions over a 5-Likert scale measurement of, 1 – Strongly disagree, 2 – Disagree, 3 – Neither agree nor disagree, 4 – Agree, and 5 – Strongly agree. The obtained results are as displayed in Figure 5 below.

Figure 5: Employee Work Attitude at Aramex Ghana Limited



Source: Fieldwork (2019)

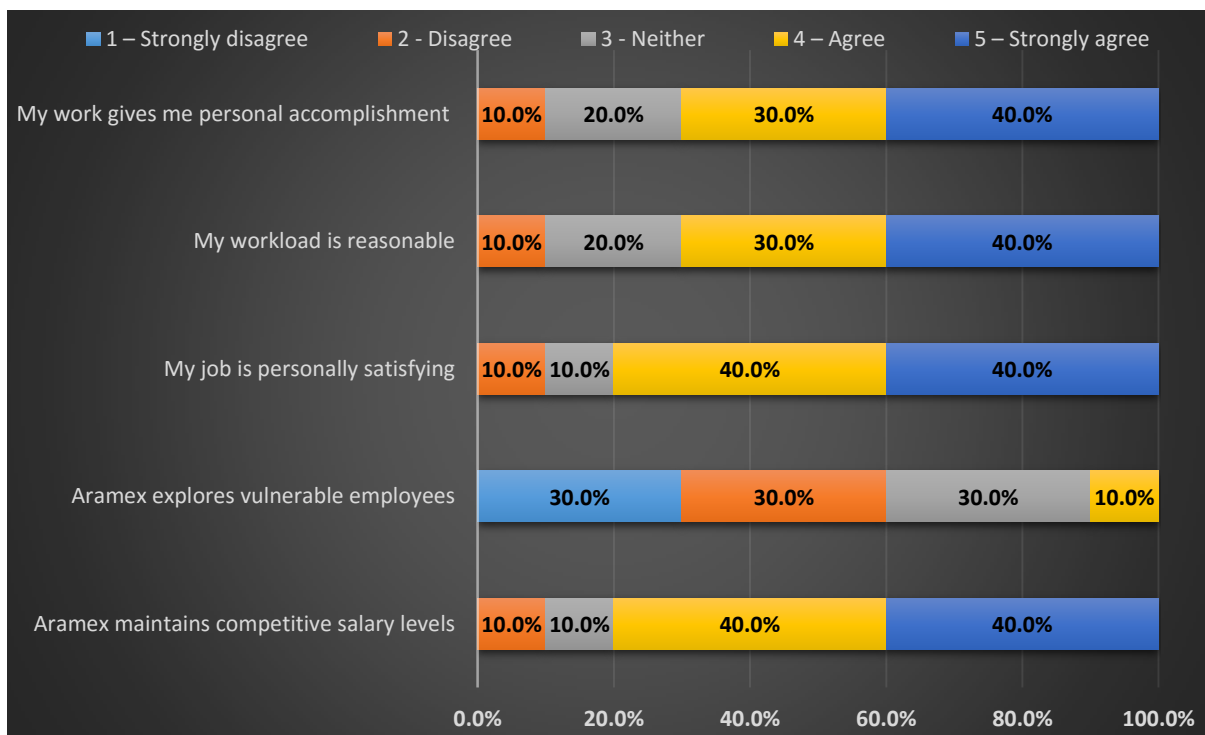
According to the results, the majority of respondents (80%) agreed that they are proud to work for Aramex Ghana Limited, as indicated by an average response of 4.40. This is indicative of the employee’s positive attitude towards work. Equal number of respondents noted that Aramex is concerned with the long-term welfare of employees, as showed by an average response of 4.00. If the management goes on working for welfare of employees, the employees feel satisfaction with their job and they get the motivation towards their work.

With an average of 3.80, 60% of employees believe that once they do a good job, they are confident to work with Aramex for a long time, even though about a third of the respondents were not sure if doing a good job was a guarantee to staying. The results also suggest that free speech is encouraged that Aramex with majority of respondents able to voice out their opinions without fear, as indicated by an average response of 4.10. Levels of competence of

supervisors in human relations at Aramex are quite encouraging with 60% agreement from respondents (with an average response of 3.70). This effectively helps to maintain confidence and good work attitude among employees.

These results support the study by Srivastava (2002) and Kapoor (1972) that indicate that welfare activities/facilities affect the workers' attitudes towards management and job satisfaction. If workers are satisfied, their attitudes are also professional and positive attitude plays a great role in the development of an organization.

Figure 6: Employee Work Attitude at Aramex Ghana Limited (2)



Most respondents (80%) agreed that Aramex Ghana Limited maintains a competitive salary, as indicated by an average response of 4.10. This is suggestive of a good salary structure at Aramex. To determine how employees are treated at Aramex, most respondents (60%) disagreed to exploitation of employee's vulnerability though 30% were indifferent on this

subjective. With an average of 4.10, most respondents (80%) found their job personally satisfying. This is may be due to good workloads for employees as majority of respondents (70%) believe amount of work is right. This consequently results in high sense of accomplishments for most employees (70%).

Employee retention is critical in today's competitive advantage. Cost of losing talented, experienced and skilled workers is much higher, then the cost of hiring new ones. Therefore, it is more critical for the organizations to retain their best talent with them.

In this study a relationship is developed between, organization culture, benefits and salary to check their influence on job satisfaction and employee retention. Job satisfaction is the key variable which makes the higher or lower levels of employee retention at any organization.

Besides this, benefits and salary are also strong determinant of employee retention at organization. There is a significant relationship between rewards offered by a firm and employee satisfaction for the employees to work for the organizations for longer time duration. High level of pay and benefits as compare to other companies in the market, attract and retain high quality employees. Thus, these elements are directly related to employee retention at any organization.

7.4 Employee Future Prospective and Social Comparison

The study attempts to determined employee future prospective and social comparison. The employee's future prospective provides chances for future success in their profession. Social comparison processes between workers play a potentially important role both within organizations and in the labour market. Social comparison plays a critical role in influencing employee's behaviour at work.

Employee future prospective and social comparison on employees' work attitudes and job satisfaction was measured using 5 items Likert scale from Blau (1993) and Taylor and

Bowers (1972). Respondents were asked their levels of agreements with various aspects of their working conditions and organization. These characteristics were measured on the scale of (1) “strongly disagree”, (2) “disagree”, (3) “neither agree nor disagree”, (4) “agree”, and (5) “strongly agree”.

Table 1: Employee Future Prospective and Social Comparison

Employee Prospective & Social Comparison	1 – Strongly disagree	2 - Disagree	3 - Neither	4 – Agree	5 – Strongly agree
May change my present job for another	0.0%	10.0%	10.0%	50.0%	30.0%
Try and find a job with another organization	10.0%	10.0%	20.0%	20.0%	40.0%
High possibility of losing my job	40.0%	30.0%	20.0%	10.0%	0.0%
Turn down another job with better benefits	0.0%	10.0%	20.0%	30.0%	40.0%
In case of lay off, I would have difficulties finding a suitable job	10.0%	20.0%	30.0%	20.0%	20.0%
Afflicted by happens to others in the workplace	30.0%	20.0%	30.0%	20.0%	0.0%

Source: Fieldwork (2019)

The study found that 80% of respondents believed given the chance, they would change their present type of work for something different, while 10% of respondents each were indifferent and felt the opposite. This is a suggestion that, the work environment created at Aramex is continuously driving employees to look to others for affiliation, self-esteem and cues about what to think, how to feel and how to behave.

In particular, the study found that 60% of respondents reported to agree to try to find a job with another organization within the next year. Twenty percent (20%) of respondents were not sure of this, while 20% of respondents disagree to the statement. Aramex Ghana Limited is likely to experience high employee turnover, which may not be as a result of job insecurity but quest for personal growth and escape from boredom.

Determining whether there is a high possibility of employees losing their jobs, about 70% disagree to a high chance of losing their jobs, as indicated by an average of 2.00, even though 10% agreed to this with 20% being unresponsive.

The study found that most respondents agreed to accept another job that offered quite a bit more than Aramex, as indicated by an average of 2.00. The results also suggest that, the social comparison processes between workers play a potentially important role within organizations and it is critical in influencing employee's behaviour at work. However, there is almost an even distribution of responses among employees to their difficulty in finding a suitable job in case of being laid off. Finally, most respondents (50%) disagree to being afflicted by what happens to other colleagues in the workplace, despite that about one-third (30%) are unconcerned in relation to this situation.

8.0 Discussion

The main objective of this study was to examine unemployment and employee attitude to work at Aramex Ghana Limited. There was a focus on the effects of unemployment of others on employees' attitudes to work. The relationship of attitudes to work with turnover intentions and commitment to the job were also analysed.

Findings clearly shows that unemployment has no negative impacts on employees' attitude towards work at Aramex Ghana limited which is in contrast to the Literature Review of this study where unemployment was found to have significant effect on incumbent anxiety, insecurity and work pressure (Browning & Heinesen, 2012; Davis & Von Wachter, 2011). This can be explained as the employees being familiar with the unemployment conundrum and being skilled at what they perform on the job making it an ill advice to recruit new applicants to take their place when they have not resigned from their post yet. This may also

be as a result of managers' decisions not to employ applicants that have experienced long term unemployment.

However, the findings clearly revealed that Aramex Ghana Limited may experience high employee turnover in years to come. This is because majority of the employees have intentions of finding new jobs in other organizations, which may be as a result of employees' quest for growth or change in future. The findings indication of a high employee turnover intention within the organisation was recorded as about 60% of the employees who harbours the intention of leaving the organization which has a significant relationship to actual turnover. These findings are in line with Kumar and Sandhya (2011) findings that employees do not leave an organisation without an intention and a significant reason. Their intentions or reasons for leaving may either be personal or professional. In several cases, employees leave organisations if the job does not match their work qualifications or behavioural ethics, or if there is lack of appreciation, trust, support, growth opportunities and minimum or no coordination among employees, supervisors and the management. Again, improper compensation strategies and work-life imbalance were reported as some causes of employee turnover intentions. Similarly, Maslow (1943), affirmed that lack of self-actualization in employees may result to high turnover intention. It was observed that although management was concerned with the long-term employee welfare and job insecurity was also low, the structure of the organisation does not support growth. Job promotions were observed to be slow at Aramex Ghana Limited. Comparing the number of years employees have remained in the organisation and at a particular job post with no clear career or succession plan affects employee self-actualization and breeds monotony in their execution of job tasks.

Further, employees in Aramex Ghana Limited may be experiencing work boredom due to same work routine. The findings showed that majority of the employees have intentions of changing positions within the organization.

9.0 Recommended Strategies

Based on the findings of this study, there is a need to motivate employees to improve their commitment and work attitudes. In order for an organization to be successful, the needs of both the organization and the employees must be satisfied; the management should establish a cohesive relationship with the employees to achieve forward drive. Employees have a role to play by following to the rules and regulations of the organization. On the other hand, employees anticipate favourable working conditions in terms of good salary, good treatment, job security, enough attention from the managers and activities which may create and arouse employee interest towards their work. Both the organization and employees have expectations over and above the terms of the employment contract. The needs and expectations of both the employers and the employees differ from one organization to another. It is, therefore, of the essence for the organization to anticipate employees' desires so as to come up with a better way to motivate them for positive work attitudes. Moreover, management should initiate job activities to elevate boredom and allows for employees' engagement, perform varied tasks and participation in decision making process. This will create a 'we feeling' by employees at Aramex Ghana Ltd. In addition, the researcher recommends that there should be programmes by management indicating the career path of employees and showcase of succession plan within the organization. This will help in developing the growth and development of employees in their skills and management capabilities as well.

10.0 Conclusion

Employee work attitudes are essential for delivering quality service in an organization. The study established that biographical characteristics of the employees in terms of gender, length of service and education level, have an effect on work attitude and the employee commitment to work. The study established that in many cases, employees who have stayed longer in the job develop a more negative attitude towards their jobs, which affects their commitment to their work. Older employees also tend to assume a more negative job attitude because of many years of working in the same organization at the same level. The study has revealed that motivation is the key to employees' success in the workplace. Thus, motivation is necessary for fostering a good work attitude in employees. According to Herzberg (1966), motivation theory can be group into two factors. That is, motivators and Hygiene facets. Many potential employees are attracted by the motivating elements that exist in a company, and motivation helps to retain the existing good employees that the organization has despite prospective applicants willing to take remuneration and conditions which are less accounted by their length of stay outside due to unemployment.

The findings demonstrate that employers discriminate in their recruitment practices depending on candidates' employment status, and the results of this study of employees support this finding. The findings from the study indicates that work attitude factors such as job security, opportunity for advancement, competitive salaries are potent considerations to ensure positive work attitudes of employees.

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APPENDIX

UNEMPLOYMENT AND EMPLOYEES JOB ATTITUDES QUESTIONNAIRE

UNIVERSITY OF GHANA BUSINESS SCHOOL

Dear respondent,

This is a survey study is to examine Unemployment and Employee attitude towards work at Aramex Ghana Limited. Your participation in this research is entirely voluntary and any information that you provide will be kept confidential and only be used for academic purposes only. Thank you for your response.

SECTION A

DEMOGRAPHIC DETAILS SECTIONAL SURVEY

Please tick the one that applies to you

1. Gender

Male Female

2. Which one of these categories best describes your highest formal qualification?

Undergraduate university degree postgraduate degree

3. Which one category best describes for whom you work?

Public Private

4. How long have you been working with the Company?

Less than a year 1 - 3 years 4 – 6 years More than 6 years

SECTION B

EMPLOYEE ATTITUDE SECTIONAL SURVEY

How important do you feel is each of the following to you personally in a job?

Personal Attributes	1 - Not important at all	2 - Not important	3 – Neither	4 - Important	5 - Very Important	6 - Can't Choose
5. Job security						
6. High income						
7. Good opportunities for advancement						
8. Being able to help Others						
9. Being able to use your skills and experience						

Please tick or underline the most appropriate answer from listed options.

10. I am proud to work for our company.

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

11. Our company is concerned with the long-term welfare of the employees

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

12. I feel secure that I will be able to work for the company as long as I do a good job.

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

13. I feel I can voice my opinion without fear.

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

14. My immediate superior is competent in human relations.

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

15. Our company maintains salary levels that compare well to other companies in this area.

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

16. I think my company takes advantage of people who are vulnerable

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

17. I find my job personally satisfying

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

18. My workload is reasonable

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

19. My work gives me a feeling of personal accomplishment

- strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

SECTION C

EMPLOYEE FUTURE PROSPECTIVE AND SOCIAL COMPARISON SECTIONAL

SURVEY

Please tick the most appropriate answer from listed options.

20. Given the chance, I would change my present type of work for something different.

- strongly agree agree, neither agree nor disagree,

disagree, strongly disagree

21. It is likely that I would try to find a job with another organization within the next year

strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

22. The possibility of me losing my job is quite high.

strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

23. I would turn down another job that offered quite a bit more in order to stay with this Organization.

strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

24. If being laid off, I am worried I would have difficulties in finding a suitable job

strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

25. I am afflicted by what happens to others in the workplace

strongly agree agree, neither agree nor disagree,
 disagree, strongly disagree

SECTION D

INTERVIEW GUIDE

DEMOGRAPHIC INFORMATION

The researcher will tick [✓] the appropriate box that best describes to the interviewee

1. Gender (a) Male [] (b) Female []
2. Age (a) 20 – 30 [] (b) 31 – 40 [] (c) 41 – 50 [] (d) 51 – 60 []
5. How long have you been working at Aramex Ghana Ltd.
(a) Less than 1 year [] (b) 1 – 3 years [] (c) 3 – 6 years []
(d) 7 – 10 years [] (e) 10 – 15 years [] (f) Above 15years []
6. What is your Job position at Aramex Ghana Ltd.....

Interview Questions

1. Describe who you are and your role at Aramex Ghana Ltd.?
2. What are employees work attitude towards the organization?
3. Are employees work attitude influenced by unemployment? Yes/No, How
4. What are some of the work attitudes effect on the organization and individual employees?
5. How do we ensure that positive attitudes prevail at work?