

## **Analyzing The Impact of Employee Attitudes on Productivity In Public Sector Organizations: A Case Study Of The Nigeria Institute For Oil Palm Research (NIFOR) In Edo State, Nigeria**

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### **Abstract**

*This study investigates the intricate relationship between employee attitudes and productivity within the context of public sector organizations, with a specific focus on the Nigeria Institute for Oil Palm Research (NIFOR) located in Edo State, Nigeria. Employee attitudes, encompassing job satisfaction, motivation, and organizational commitment, play a pivotal role in shaping workplace productivity. Through empirical research with the use of tables and simple percentages in the analysis of data. The test statistic adopted chi-square as a basis for computation. This study examines the nature and extent of Employee attitudes, encompassing job satisfaction, motivation, and organizational commitment impact at NIFOR and offers insights into potential improvements to enhance both employee well-being and organizational performance. The study made the following recommendations, that public sectors organizations like every other organization should provide motivation packages like good compensation packages, good work environment, trainings, and equitable promotion to reflect positive attitudes and improved productivity. It also recommended that observations from different factors should be used to compare differences in what influences an employee's attitude as different factors influence employee attitude in an organization.*

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**Keywords:** *Employee Attitudes, Productivity, Public Sector, Organizations, Job Satisfaction*

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## 1.1 Background to the Study

Employees play a vital role in organizations' productivity. Employee attitudes have a direct impact on the culture and productivity within firms. Employers must provide a professional and productive workplace to maintain employee motivation. The workers will probably put in a lot of effort and do each task on time if this environment is created.

*Job satisfaction* is the essential component that results in recognition, income, advancement, and the accomplishment of other objectives that produce a sense of fulfillment. (Kaliski, 2007). Job satisfaction has two significant components: intrinsic (level of satisfaction with features associated with the job itself) and extrinsic (level of satisfaction with various features related to the environment). Williams and Hazer (1986) claimed that job satisfaction would grow more quickly than organizational commitment and is connected to factors of the work environment. Job satisfaction is a direct cause of turnover and the decision to leave the company. More dissatisfied employees will quit their employment than their pleased coworkers will (Martin, 2000). Job satisfaction, in the opinion of Robbins and Judge (2017), is a favorable attitude toward one's work that results from an assessment of its qualities.

## 1.2 Statement of the problem

In contemporary organizations, employee attitudes are pivotal in shaping workplace dynamics, as well as affecting general productivity. The dynamic and demanding environment in which the Nigeria Institute for Oil Palm Research (NIFOR) functions necessitates the efficient and effective use of resources, particularly human capital. The precise influence of employee attitudes on productivity within the framework of NIFOR has to be better understood, notwithstanding the accepted significance of employee attitudes in organizational performance. There are several inquiries: dynamics, as well as affecting general productivity. The dynamic and demanding environment in which the Nigeria Institute for Oil Palm Research (NIFOR) functions necessitates the efficient and effective use of resources, particularly human capital. The precise influence of employee attitudes on productivity within the framework of NIFOR has to be better understood, notwithstanding the accepted significance of employee attitudes in organizational performance. There are several inquiries;

How much do NIFOR employees' attitudes affect the organization's overall productivity? The peculiar circumstances of NIFOR may result in unusual dynamics that need to be investigated, even if general theory shows a link between employee attitudes and production.

What are the predominant employee attitudes within NIFOR, and how do these attitudes align with or diverge from the organizational goals? Attitudes such as job satisfaction, motivation, and job commitment can significantly impact productivity outcomes. Understanding the prevalent attitudes within NIFOR and their alignment with the organization's objectives is crucial for effective management.

### **1.3 Research Questions**

This research aims to understand how employee attitude affects productivity in public sector organizations, especially at the Nigeria Institute for Oil Palm Research NIFOR Edo state.

1. How do employee attitudes, both positive and negative, influence the productivity levels at the Nigeria Institute for Oil Palm Research (NIFOR)
2. To what degree has negative employee attitude affected the growth of Nigeria Institute for Oil Palm Research NIFOR Edo State?
3. To what extent does aligning employee attitudes with the organization's goals and values contribute to enhanced productivity at NIFOR?

### **1.4 Objectives of the study**

Essentially, the study seeks to ascertain if there is a relationship between employee attitudes and productivity in Nigeria's public sector NIFOR.

#### **Specific Objectives**

1. To identify and establish potential correlations and relationships between employee attitudes and the productivity outcomes within NIFOR, aiming to determine whether positive or negative attitudes influence productivity.
2. To quantify and analyze the productivity levels across different departments or units within NIFOR, considering relevant metrics or indicators that reflect the organization's output and efficiency.
3. To evaluate the prevailing attitudes of employees within the Nigeria Institute for Oil Palm Research (NIFOR), including aspects such as job satisfaction, engagement, and overall sentiment towards their work environment.

### **1.5 Research Hypotheses**

The following research hypotheses are drawn for the research questions.

Ho: There is no significant relationship between employee attitude and productivity levels within the Nigeria Institute for Oil Palm Research (NIFOR).

Ho: Employee attitudes do not significantly differ across various departments or units within the Nigeria Institute for Oil Palm Research (NIFOR).

Ho: Negative employee attitudes have no direct correlation with decreased productivity levels at the Nigeria Institute for Oil Palm Research (NIFOR)

Ho: Organizational culture and values at the Nigeria Institute for Oil Palm Research (NIFOR) do not impact employee attitudes or productivity.

### **1.6 Significance of the study**

It is expected that the study will inform the management of the Nigeria Institute for Oil Palm Research NIFOR Edo state and other organizations that to increase productivity, there is the need to consider and manage employees' attitudes towards work. It is also to help develop and maintain a quality work life, providing an opportunity for employees' job satisfaction. Finally, it is to aid the management of the Nigeria Institute for Oil Palm

Research NIFOR Edo state and other organizations to introduce modern schemes for managing employees' attitudes to meet the challenges of change in the future.

### **1.7 Scope of the Study**

Nigeria Institute for Oil Palm Research was selected as the case study of this work. The research covered how employee attitude can impact an organization's productivity, taking the Nigeria Institute for Oil Palm Research NIFOR as a study. The periodic scope of this study covers from (2015-2020).

### **1.8 Operational Clarifications**

**Attitude:** The way you think and feel about someone or something.

**Productivity:** This means output per unit of labor input; it is the balance between all factors of production that will give the most excellent output for the slightest effort. Productivity is a measure of how efficiently a person completes a task. We can define it as the rate at which a company or country produces goods and services (output), usually judged based on the amounts of inputs (labour, capital, energy, or other resources) used to deliver those goods and services.

**Employee:** A person employed for wages or salary, especially at the non-executive level.

**Organization:** An organized group of people with a particular purpose, such as a business or a government department.

## **2.0 Conceptual Framework**

### **2.1 Employee Attitudes**

An *attitude* is a psychological tendency expressed by evaluating a particular entity with some degree of favour or disfavour (Eagly & Chaiken, 1998). Attitude can be measured and changed and influence the individual's emotions and behaviour.

Based on the above definitions, attitudes are related to how an individual feels or reacts toward his surroundings. Also, attitudes can be exhibited by an employee positively or negatively towards his co-employees.

Negative employee attitudes are significant problems faced by companies across the globe today. They badly hurt the progress of an organization, resulting in loss of productivity, increased costs in hiring additional staff and low morale among the workers. It is high time that employers address this problem on a priority basis.

#### **2.1.1 Absenteeism as a Negative Employee Attitude**

Employee absenteeism is a costly but poorly understood organizational phenomenon. The impact of absenteeism on business and even national economies is enormous, given the costs it entails. A better understanding of the determinants of absenteeism is beneficial for businesses and policymakers.

#### **2.1.2 Lateness as a Negative Employee Attitude**

Adler and Golan (1981: 544) define *lateness* as the tendency of the employee to arrive after the starting time. Rosse and Hullin (1985) argued that resilience results from specific organizations' behaviour. For this reason, employees who are late for work unwittingly or unconsciously show negative feelings toward the organization. Blau (1994) found that employees who are not late are more committed than those who are late.

### **2.1.3 Theft as a Negative Employee Attitude**

Over the years, auditors, financial inspectors and managers, companies, and the United States. U.S. government investigators are investigating and reporting recurring and growing employee theft issues. The most widely accepted definition of employee theft comes from a review by Greenburg (2002); Greenburg defines it as "authorization, control or transfer of funds and personal property by the employee or theft of time on the job by the employer" fulfilling the employee's professional duties." With workplace theft organizations losing and growing in revenues of up to \$600 billion each year, it is estimated that nearly every organization and countless individuals will be affected by employee theft (Schmidtke, 2007).

### **2.1.4 Organisational Commitment as a Positive Employee Attitude**

Organizational commitment plays a vital role in behavioral research. This is partly due to the many studies that have found a relationship between organizational commitment and workplace performance and behavior.

### **2.1.5 Employee Involvement/Engagement as a Positive Employee Attitude**

Employee engagement is essential to increase corporate success. Engaged employees enjoy their jobs and their employers and develop an understanding of them.

They introduce the best talents of the organization to their friends and family and work hard for the organization's success. In one of the first studies published in this growing field, Kahn (1990, p. 694) defined employee participation as "the use of organizational members in their right work." In collaboration, people use and express themselves physically, intellectually, and emotionally. This content is based on the Synchronous Inquiry Framework, which includes three types of engagement: head (knowledge), mind (emotion), and hand (body).

### **2.1.6 Job Satisfaction as a Positive Employee Attitude**

According to Hagedorn (2000), job satisfaction increases when employees feel highly successful, have commitment, and are rewarded through recognition, responsibility, and salary. In addition, the researchers stated that job satisfaction predicts employee engagement, explaining that employees with high job satisfaction are more likely to be satisfied with their jobs and organizations, which leads to increased participation. In this context, participation is seen as the end product, proof, and result of job satisfaction.

### **2.1.7 Dispositional Influences/Personality Traits**

Several recent studies have shown the influence of personality traits on job satisfaction. One of the first studies in this area (Staw & Ross, 1985) showed that an individual's job satisfaction remains constant, even when the job or company changes.

### **2.1.8 Cultural Influences**

Regarding other factors influencing employee behaviour, research on the influence of culture or country on employee behaviour is scarce but growing. The continued globalization of organizations poses new challenges for H.R. professionals, and current research on organizational culture and H.R. issues can help them better understand and apply.

### **2.1.9 Work Situation Influences**

As mentioned earlier, the importance of the job is also crucial in terms of job satisfaction and organizational impact. Contrary to what some doctors believe, the most critical factor in job satisfaction is the job itself, often referred to as the "job characteristics".

## **2.2. Relationship between Employee Attitudes and Productivity**

### **2.2.1 Job Satisfaction and Productivity**

Research on the relationship between job satisfaction and job performance has a controversial history. The Hawthorne studies conducted in the 1930s were largely credited with helping researchers raise awareness of the impact of employee attitudes on work. Shortly after the Hawthorne study, researchers examined the hypothesis that happy workers are productive. Most early reviews need to show a stronger and more consistent relationship between job satisfaction and performance. People who are satisfied with their job exhibit the best job performance (Graen et al., 2017).

### **2.2.2 Absenteeism and Productivity**

Although many studies have tried to measure the impact of absenteeism, it has been not easy to measure. Absenteeism costs the U.K. government £12 billion annually (Taylor, 2005). This figure can be the annual budget of most developed countries, mainly African and Asian countries.

According to Armstrong (2006), managers are usually given limited-term assignments to report to their superiors for evaluation. As a result, the unplanned can affect the manager's flexibility, uptime and speed and thus affect the entire management system.

### **2.2.3 Lateness and Productivity**

The delay has a financial and psychological impact on an organization. Organizational performance will suffer when productivity or efficiency is compromised (Blau, 1994; Steers & Rhodes, 1978). Employee latency can affect the organization's efficiency, especially if job performance is essential (Groeneveld & Shain, 1985). If employees are part of a service organization, their incapacity may affect the quality or quantity of services provided, especially if colleagues or individuals directly or indirectly spend money on

latecomers. Blau (1994) found that employees who are not late are more committed than those who are late. Delay means arriving later than expected or leaving work earlier.

#### **2.2.4 Theft and Productivity**

Kuhn (1988) estimates that about 35% of workers steal from their employers, resulting in millions of dollars in job losses. Bennett and Robinson (2000) stated that 52% work without permission. This may involve theft or theft of many pens and paper clips, but the total loss is enormous. At least one study shows that 45% of companies experience financial fraud with losses of \$1.7 million (Smithikrai, 2008).

### **2.2 Empirical Review**

The effect of incentive programs on employee motivation and productivity was explored in research by Ude and Coker (2012) titled Employee Motivation and Productivity in Organizations in Nigeria: Analytical Linkages. The findings demonstrated that incentive programs in Nigeria's public sector firms are significantly linked to employee motivation and productivity.

Nwokwu (2015) performed empirical research, concentrating on the Ebonyi State Civil Service System, on the role of motivation in enhancing productivity in Nigeria's civil service. The study specifically aimed to quantify the extent to which pay packages, regular pay packages, and capacity building increase public sector productivity. Herzberg's two-factor motivation theory served as the foundation for this study. The study covered 16 ministries and 20 extra ministry departments of the Ebonyi State Civil Service. A descriptive survey design was adopted with a sample of 365 drawn from the total population of the state civil service. The formulated hypotheses were analyzed using the Pearson Product Moment Co-efficient. The study's findings revealed a positive correlation between the promotion of civil servants and increased productivity in Ebonyi State civil service. That there exists a strong relationship between capacity building and increased productivity. The study recommended that the government institute capacity-building programmes to empower the workers skill-wise and pay adequate attention to the welfare of the workforce to boost their performance at the workplace.

Syed et al. (2012) examined the views of junior and senior staff of the Raw Materials Research and Development Council (RMRDC), Nigeria, concerning motivation as a tool for enhancing productivity. The main objective was to investigate how employees would be motivated to achieve organizational goals. The survey results revealed that 20 (39.3%) of the respondents were satisfied with their jobs, while 40 (50.6%) were unsatisfied. Perception of respondents on the motivational factor which motivates them to do their best to enhance productivity: findings show 20 (30%) prefer job security 16 (24.2%) prefer salary as factors that could motivate employees to perform their duties. The study recommends that appropriate managerial action must, therefore, be taken by the organization to motivate the workforce.

Research on "Motivation as a Veritable Tool for Effective Leadership in the Nigerian Health Sector" was done by Onwe et al. in 2015. The study looked at how motivation might improve successful leadership in the Nigerian healthcare industry. The study used a content

analytical approach to evaluate relevant academics' papers on the issue. Some medical personnel allowed interviews. The study's conclusions demonstrated that the irregularities in the sector are a result of inadequate leadership that lacks creative ideas for motivating employees to behave in a way that would improve the health of Nigerian residents. The study promoted the use of contemporary methods for employee stimulation since they may help end chronic conflicts in the industry. This will surely increase workers' job happiness and productivity to a considerable extent.

## **2.3 Theoretical Review**

### **2.3.1 Goal-Setting Theory**

Goal setting theory was developed by Edwin A. Locke in 1968. It involves the development of an action plan designed in order to motivate and guide a person or group toward a goal. Goals are more deliberate than desires and momentary intentions. Therefore, setting goals means a person has committed thought, emotion, and behavior toward attaining the goal. In doing so, the goal setter has established a desired future state that differs from their current state, thus creating a mismatch that spurs future actions. Goal setting can be guided by goal-setting criteria (or rules) such as SMART criteria. Goal setting is a significant component of personal development and management literature.

### **2.3.2 Expectancy theory**

It proposes that an individual will behave or act in a certain way because they are motivated to select a specific behaviour over others due to what they expect from that selected behaviour. In essence, the motivation of the behaviour selection is determined by the desirability of the outcome. However, the theory's core is the cognitive process of how an individual processes the different motivational elements. This is done before making the ultimate choice. The outcome is not the sole determining factor in deciding how to behave.

### **2.4.1 Historical Background of Nigeria Institute for Palm Oil Research (NIFOR)**

The Nigerian Palm Oil Research Institute (NIFOR) was established at the West African Agriculture Conference in 1972 and 1930. As a result of these conferences, the Nigerian Ministry of Agriculture is working to establish the Palm Oil Research Center (OPRS). Interim measures to help Nigeria catch up with the success of the palm oil countries of the East, Indonesia and Sumatra. In 1951, with the enactment of an Act (Nigeria No. 20 of 1951), the station was affiliated with the then West African Research Organization (WARO) and transferred to the West African Palm Oil Research Institute (WAIFOR).

The aim is to examine and research problems and issues related to palm oil and its products and to provide information and advice about palm oil. After the independence of the member states and the dissolution of WARO, a new law changed the name of WAIFOR to NIFOR by the Nigerian Institute Law No. December 33, 1964. NIFOR is now responsible for palm oil research and other palm oil industries, Refia, Cov Paper Palm and Ornamental Palm. To contribute to agricultural research in the country. Nigerian Agricultural Council (ARCN), affiliated with NIFOR, Agricultural Research Institute Degree Number:



1973, nr. 35. Year 1977, Agricultural Research Institute Degree No. 35 of 1973. 1977 the Agricultural Research Institute Act was repealed, and NIFOR came under the National Agency for Science and Technology Development (NSTDA) with a No. 5 in 1973. In 1977, NIFOR is managed as a quasi-administrative organization and, formerly funded by government and federal grants, now receives only government funding through the NSTDA. The organization is managed by a Board of Trustees appointed by the NSTDA; committee members include Nigerians appointed by qualified persons, the Head of Department, representatives of the NSTDA and the Federal Ministry of Agriculture and Water. The department's work is divided into four departments: Research, Service, Sales and Production and Management. All departments are headed by a director, except for the administrative department, the organization's secretary. The least controlled areas in the organization are offices based on the discipline of cultivation, agronomy, maintenance, consulting and information, and seed production. NIFOR also has a UNDP support team of four experts and a project manager to support NIFOR's capacity for training, engineering research and financial evaluation.

### **3.1 Research Design**

According to Burns and Grove (1997), a study's design is the result of a series of decisions made by the researcher concerning how the study will be conducted. The design is closely associated with the framework of the study and guides planning for implementing the study. It is an outline for conducting the study that maximizes control over factors that could interfere with the validity of the findings. The current study will adopt the descriptive design because it will be comparatively easy to apply and also have the benefit of producing diverse responses from an extensive range of respondents in the selected study population.

### **3.2 Methods of Data Collection**

The central data sources used in this work comprise primary and secondary sources. Secondary data were collected from different sources, including textbooks, the internet, journals, periodicals, articles and library research. The primary sources were mainly through the administration of questionnaires.

### **3.3 Population and Sample Size**

In this study, the population of the study is 189. The sample size is 152.

### **3.4 Research Instruments**

The measuring scale used in this work is the Likert scale. A questionnaire for this research was administered to 152 employees, developed after discussions with the employees. The items were subsequently edited and vigilantly selected, bearing in mind the research questions. The management was also interviewed to solicit their views regarding employees' attitudes in the company and whether there is a documented policy to monitor them.

### **3.5 Validity and Reliability of the Research Instruments**

To assess the stability of the scale over time, a test-retest reliability analysis was conducted on a subset of participants who completed the scale on two separate occasions, two weeks apart. The correlation coefficient between the two scores was highly significant, indicating that the scale produces consistent results when administered at different time points.

### **3.6. Sources of Data**

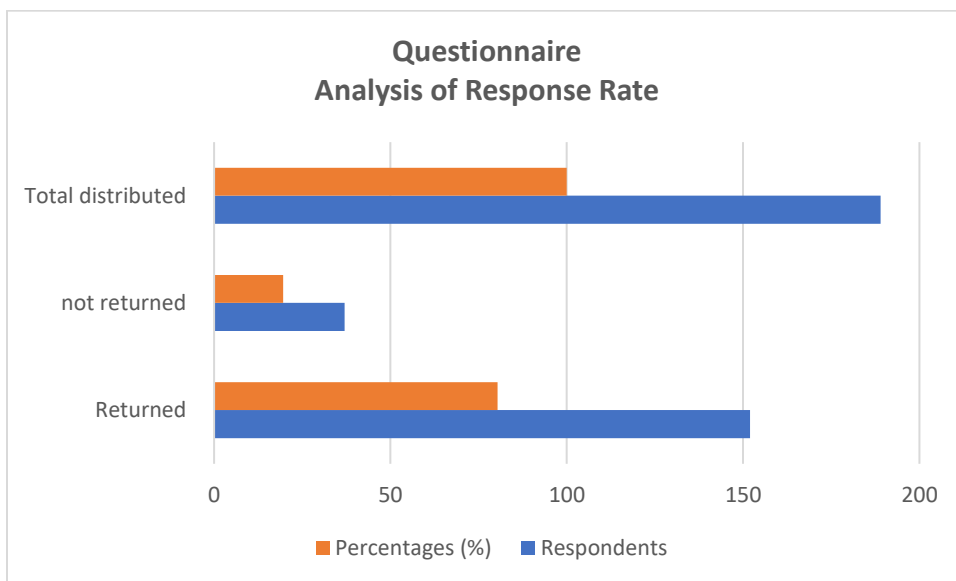
The data were collected in the form of interviews and questionnaires. Using interviews helps to gather valid and reliable data relevant to the research question and objective. The type of interview used for the study was structured and semi-structured. Nevertheless, some of the questionnaires were semi-structured and unstructured, which were open, giving the respondents the chance to answer specific questions the way they knew them to be. The use of the questionnaire complimented the data from the interviews in that it gave an insight into the attitudes and feelings of the management to the process. Although not providing the quality of data from the interview with the manager, it helped the researcher formulate the interview questions by providing an additional source of data on areas of interest to the study.

### **3.7 Method of Data Analysis**

There are various methods used in presenting data on a project, which include the use of tables. However, the researcher adopted tables and simple percentages in this study in data analysis. The test statistic used is called chi-square. It tests hypotheses about the proportions of observations under the study. Data collected from the questionnaire and surveys were used to make inferences. The data was summarized into statistical tables and charts to make interpretation easier. Percentages were calculated on these figures, and tables and charts were used to compare to establish a connection between the data set collected to make sense of it. Discussion, conclusion, and recommendation were made from this summarized data analysis.

## **4.1 Data Presentation**

### **Fig 4.1: Analysis of Response Rate**



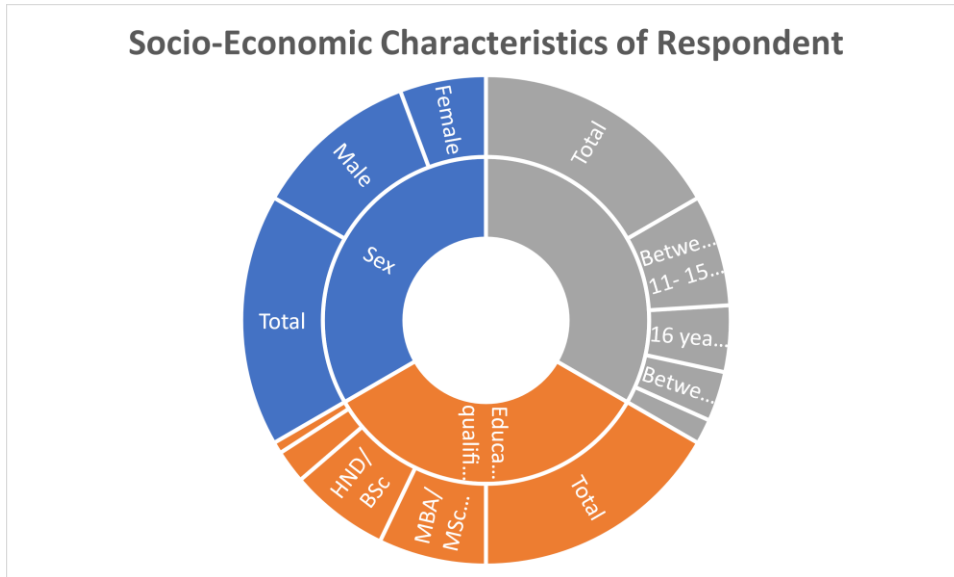
Sources: Field Survey, 2023

The figure above shows that 189 copies of questionnaires were administrated, 152 were returned and adequately filled, and 37 still need to be returned. The researcher will, therefore, use the returned questionnaire for data analysis.

Table 4.1: Socio-Economic Characteristics of Respondent

Socio-Economic characteristic		Frequency	Percentage
Sex	Female	52	34.2
	Male	100	65.8
	Total	152	100
Educational qualification	WAEC/NECO/GCE	7	4.6
	OND/NCE	20	13.1
	HND/BSc	60	39.5
	MBA/MSc/PhD	65	42.8
	Others	NIL	NIL
Total	152	100	
Distribution according to year of experience	Less than 5 years	15	9.9
	Between 6 – 10 years	30	19.7
	Between 11- 15 years	67	44.1
	16 years and above	40	26.3
	Total	152	100

Fig 4.2: Socio-Economic Characteristics of Respondent



Source: Field Survey 2023

### **Distribution according to sex**

From the table 4.1 and fig 4.2, it was understood that 52 respondents, representing 34.2%, were female, while 100 respondents, representing 65.8%, were male.

### **Distribution According to Educational Qualification**

From the table, it was understood that a total number of 7, representing 4.6%, claim to be WAEC/NEC/GCE holders, 20 staff representing 13.1%, claimed to have OND/NCE certificated and 60 respondents representing 39.5%, are HND/BSc holders, while 65 respondents representing 42.8% are MBA/MSc/Ph.D. holders.

### **Distribution According to Year of Experience**

From the above table, it was understood that a total number of 15 respondents, representing 9.9%, have less than five years of experience; 30 respondents, representing 19.7%, have between -10 years of experience; 67 respondents, representing 44.1%, have 11-15 years of experience while 40 representing 26/3% respondents have 16years and above.

**SECTION B****Table 4.2: Impact of a good work environment**

<b>Impact of a good work environment</b>	<b>SA (%) 5</b>	<b>A (%) 4</b>	<b>U (%) 3</b>	<b>D (%) 2</b>	<b>SD (%) 1</b>	<b>Mean Index</b>
Effective reward system of employees increases workers productivity	96 63.2%	23 15.3%	11 7.2 %	15 9.8 %	7 4.5%	4.22
Creation of flexible time increases the performance of employee	56 36.8%	66 43.4%	7 4.6%	18 11.8%	5 3.4%	3.99
Increase of wages/salaries increases workers' productivity	87 57.2%	31 20.4%	11 7.2 %	13 8.6 %	10 6.6%	4.13
Promotion of employee in an organization increases workers productivity	101 66.4%	23 15.3%	6 3.9 %	10 6.5 %	12 7.9%	4.25
Provision of workers needs increase led to high productivity	62 40.8%	39 25.7%	14 9.2 %	17 11.2 %	20 13.1%	3.78
<b>Grand mean</b>	80 52.6%	36 23.7%	10 6.7 %	15 9.9 %	11 7.2%	4.074

Source: Field Survey, 2023

The table 4.2 above shows that 80 of the total respondents, representing 52.6%, strongly agree that a positive attitude can lead to high productivity in the workplace; 36 respondents, representing 23.7%, also agreed with the research question. Ten of the respondents, representing 6.7%, were undecided; 15 respondents, representing 9.9%, strongly disagreed with the question that the attitude of workers does not necessarily affect productivity in Nigeria Institute for Oil Palm Research, while 11 respondents, representing 7.2%, disagreed. A grand mean of 4.074 on a scale of 5 indicates that the respondents agree that negative employee attitude can affect productivity in the Nigeria Institute for Oil Palm Research (NIFOR).

## SECTION C

**Table 4:3 Determinants of Employee Performance**

<b>Determinants of Employee Performance</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>U (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean index</b>
Promotion in the organization	55 36.2%	36 23.7%	16 10.5%	18 11.8%	27 17.8%	3.58
Retirement and other benefits motivate workers	61 40.1%	48 31.6%	10 6.6%	19 12.5	14 9.2%	3.81
Appreciation for work done	31 20.4%	87 57.2%	10 6.6%	13 8.6%	11 7.2%	3.75
Salary	62 40.8%	17 11.2%	20 13.1%	39 25.7%	14 9.2%	3.58
Compensation package (i.e., Financial and Non-financial)	33 21.7%	51 33.5%	8 5.3%	13 8.6%	47 30.9%	3.16
<b>Grand mean</b>	<b>48</b> <b>31.6%</b>	<b>48</b> <b>31.6%</b>	<b>13</b> <b>8.6%</b>	<b>20</b> <b>13.1%</b>	<b>23</b> <b>15.1%</b>	<b>3.67</b>

Source: Field Survey, 2023

The table 4.3 shows that 48 of the total respondents representing 31.6% strongly agree that there are factors that affect the organization's growth when workers act poorly in the execution of their jobs in Nigeria Institute for Oil Palm Research, 48 respondents representing 31.6% also affirmed that there are factors that determine employee attitude to job performance and productivity in Nigeria institute for oil palm research. 13 of the respondents representing 8.6% were undecided, 20 respondents representing 13.1% strongly disagree to the question that there are factors that determines employee attitude to job performance and productivity in Nigeria Institute for oil palm research. In comparison, 23 respondents representing 15.1% disagreed. A grand mean of 3.67 on a scale of 5 indicates that there are factors that determine employees' negative attitudes toward performance and productivity in the Nigeria Institute for Oil Palm Research.

## SECTION D

**Table 4:4: Motivational Techniques**

Motivational Techniques	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean index
Promotion	66 43.4%	7 4.6%	18 11.8%	56 36.8%	5 3.4%	3.57
Official cars						
Study leave						
Sick leave						
Pension plan						
Annual leave						
Insurance						
<b>Grand mean</b>	<b>60</b> <b>39.5%</b>	<b>28</b> <b>18.4</b> <b>%</b>	<b>20</b> <b>13.2%</b>	<b>23</b> <b>15.3%</b>	<b>21</b> <b>13.8%</b>	<b>3.61</b>

Source: Field Survey, 2023

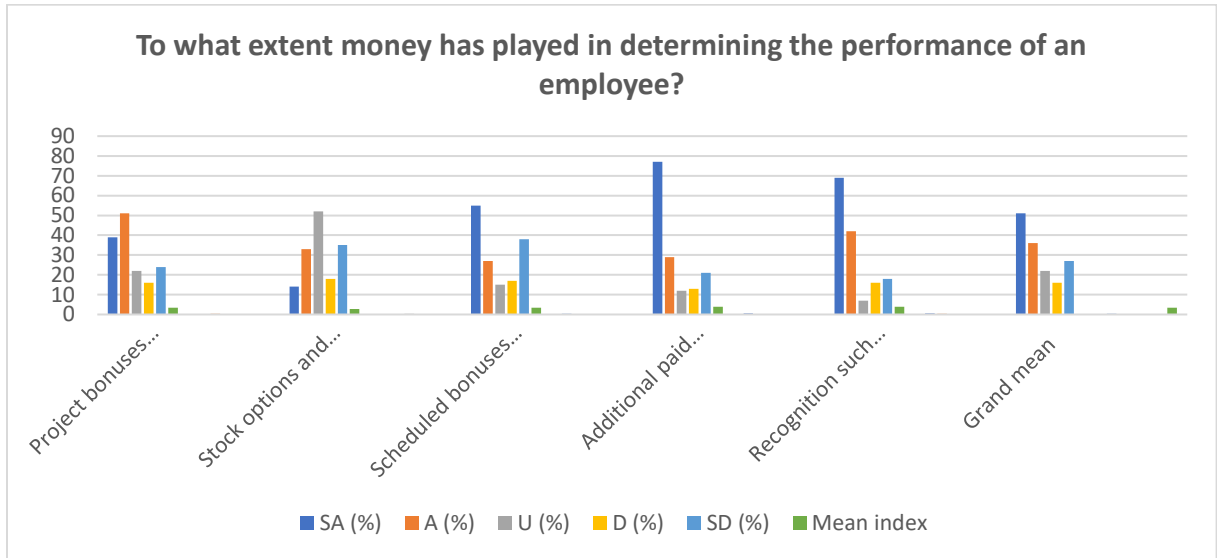
The table 4.4 shows that 60 of the total respondents, representing 39.5%, strongly agree that motivational techniques are applied by the management of the Nigeria Institute for Oil Palm Research to enhance the effective productivity of its employees. Twenty-eight respondents, representing 18.4%, also agreed with the research question. Twenty of the respondents, representing 13.2%, were undecided; 23 respondents, representing 15.3%, strongly disagreed with the question that there are motivational techniques applied by the management of Nigeria Institute for Oil Palm Research to enhance the effective productivity of its employees while 21 respondents representing 13.8% disagreed. A grand mean of 3.61 on a scale of 5 indicates that the respondents agree that techniques are applied by the management of the Nigeria Institute for Oil Palm Research to enhance the effective productivity of its employees.

**SECTION E****Table 4.5: To what extent has money played in determining an employee's performance?**

<b>Opinion</b>	<b>SA (%)</b>	<b>A (%)</b>	<b>U (%)</b>	<b>D (%)</b>	<b>SD (%)</b>	<b>Mean index</b>
Project bonuses determine workers' productivity	39 25.7%	51 33.6%	22 14.2%	16 10.5%	24 15.8%	3.43
Stock options and warrants plays a crucial role in employee productivity	14 9.2%	33 21.7%	52 34.2%	18 11.8%	35 23.0%	2.82
Scheduled bonuses (Christmas and performance-linked)	55 36.2%	27 17.8%	15 9.9%	17 11.2%	38 25.0%	3.37
Additional paid vocation time helps to improve workers' productivity	77 50.7%	29 19.1%	12 7.9%	13 8.6%	21 13.8%	3.84
Recognition such as birthdays and service anniversaries help improve workers' productivity	69 45.4%	42 27.6%	7 4.6%	16 10.5%	18 11.8%	3.84
<b>Grand mean</b>	<b>51</b> <b>33.6%</b>	<b>36</b> <b>23.7%</b>	<b>22</b> <b>14.5%</b>	<b>16</b> <b>10.5%</b>	<b>27</b> <b>17.8%</b>	<b>3.46</b>

**Fig 4.3: To what extent has money played in determining an employee's performance?**



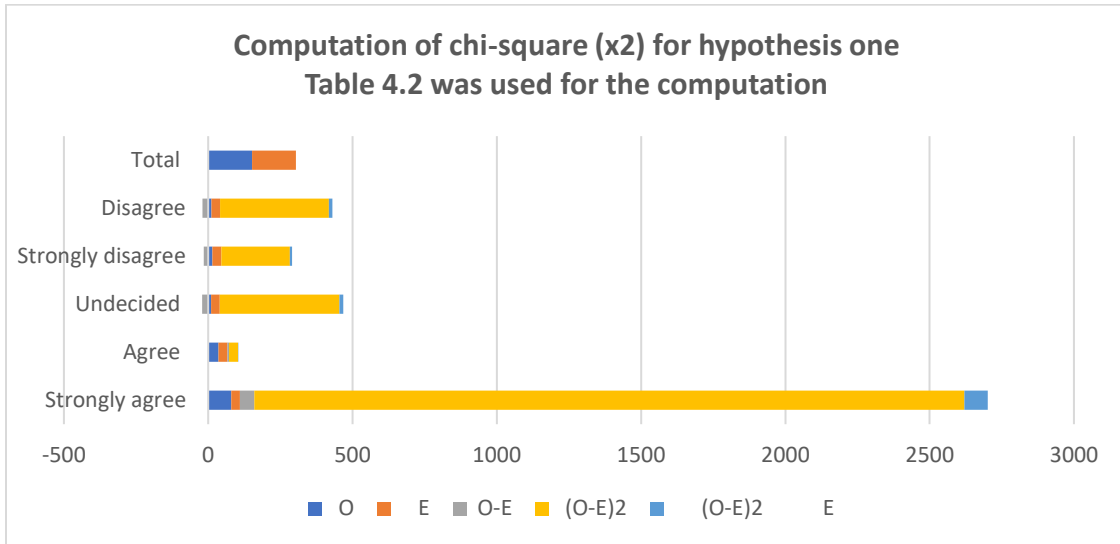


The table 4.5 above shows that 51 of the total respondents, representing 33.6%, strongly agree that money has largely played a role in determining an employee's performance. 36 representing 23.7% also agreed to the research question. Twenty-two of the respondents, representing 14.5%, were undecided, and 16 respondents, representing 10.5%, strongly disagreed with the question that, to a large extent, money has played in determining an employee's performance. At the same time, 27 respondents, representing 17.8%, disagreed. A grand mean of 3.46 on a scale of 5 indicates that the respondents agree that, to a considerable extent, it has played a role in determining an employee's performance.

### 4.3 Testing of Hypotheses

In testing the hypotheses, the Chi-Square ( $\chi^2$ ) was used.

**Fig 4.4: Computation of chi-square ( $\chi^2$ ) for hypothesis one, Table 4.5 was used for the computation**



Source: Field Survey, 2023

**Hypothesis one**

Ho1: There is no significant relationship between employee attitude and productivity levels within the Nigeria Institute for Oil Palm Research (NIFOR).

Formula:

$$X^2 = \frac{\sum(O-E)^2}{E}$$

Where:

X<sup>2</sup> = chi-square  
 ∑ = summation of value

O = observed frequency

E = expected frequency

Where

N = sample size. Total responses = 152

K = number of cells in the table = 5

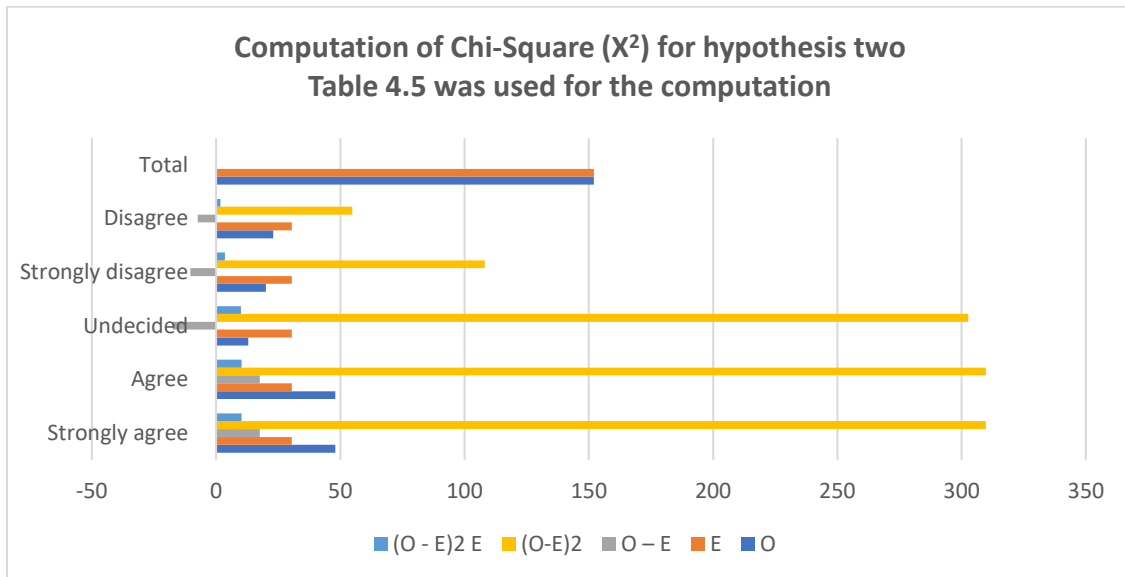
E = expected frequency

e = 30.4

Therefore, expected frequency e = 30.4

**Computation of chi-square (x2) for hypothesis one**

**Table 4.3 was used for the computation.**



**Source: computer from field survey, 2023**

$X^2$  calculated value= 115.89

When  $X^2$  calculated  $> X^2$  table value, reject  $H_0$

Level of significance = 0.05 or 5%

Df = degree of freedom  $5 - 1 = 4$

$X^2 = 9.49$  (value on the table)

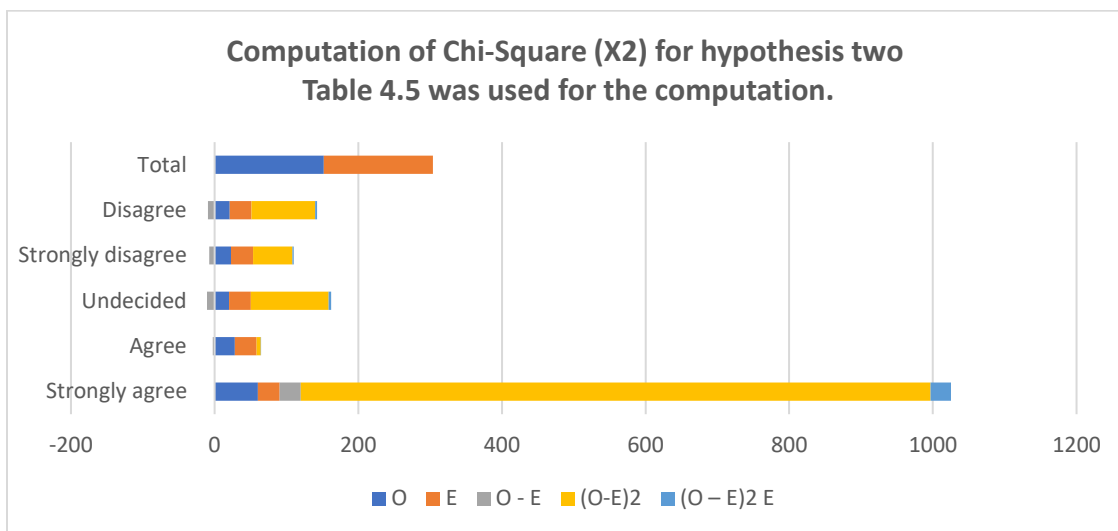
**Decision rule:** Since  $X^2$  calculated is 115.89 and is greater than  $X^2$  tabulated 9.49, we reject the null hypothesis. This implies that there is a relationship between employee attitude and productivity levels within the Nigeria Institute for Oil Palm Research (NIFOR).

Test of hypotheses two

$H_{02}$ : Negative employee attitudes have no direct correlation with decreased productivity levels at the Nigeria Institute for Oil Palm Research (NIFOR)

**Computation of Chi-Square ( $X^2$ ) for hypothesis two**

**Table 4.4 was used for the computation.**



**Source: Computed from field survey, 2019**

X<sup>2</sup> calculated value = 35.7

When X<sup>2</sup> Calculated > x<sup>2</sup> table value, reject H<sub>0</sub>

Level of significance = 0.05 or 5%

Of = degree of freedom 5 – 1 = 4

X<sup>2</sup> = 9.49 (value on the table)

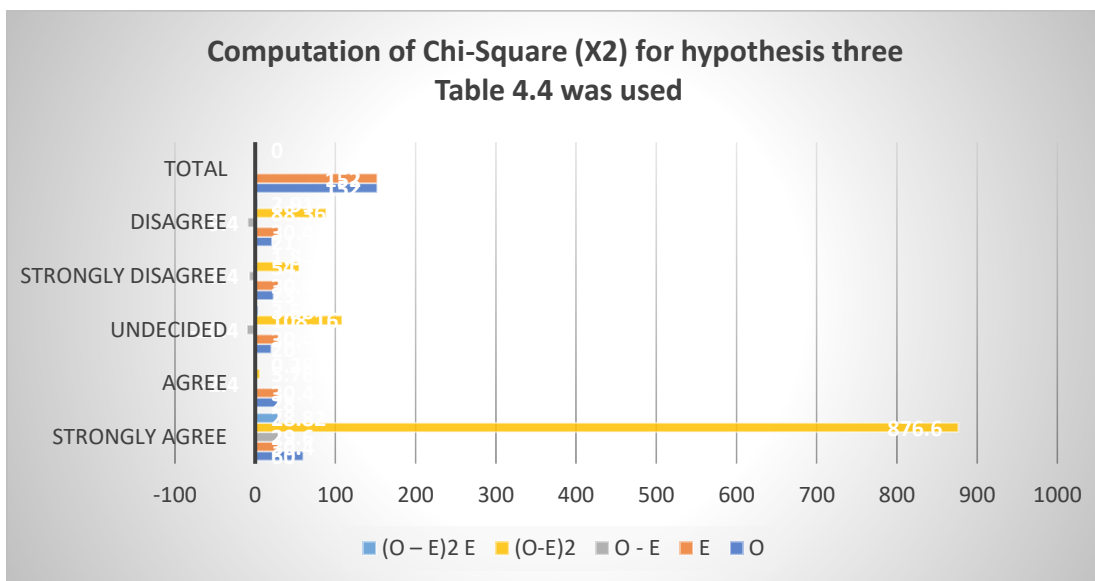
**Decision rule:** Since X<sup>2</sup>calculate is 35.7 and is greater than X<sup>2</sup>tabulated 9.49, we reject the null hypothesis. We therefore deduce that the presence of negative employee attitude is associated with lower productivity levels within the Nigeria Institute for Oil Palm Research (NIFOR).

### Test of hypothesis three

H<sub>03</sub>: Employee attitudes do not significantly differ across various departments or units within the Nigeria Institute for Oil Palm Research (NIFOR).

### Computation of Chi-Square (X<sup>2</sup>) for hypothesis three

Table 4.5 was used.



Source: Computed from Field Survey, 2021

When  $X^2_{\text{Calculated}} > X^2_{\text{table value}}$ , reject  $H_0$

Level of significance = 0.05 or 5%

Df = degree of freedom  $5 - 1 = 4$

$X^2 = 9.49$  (value on the table)

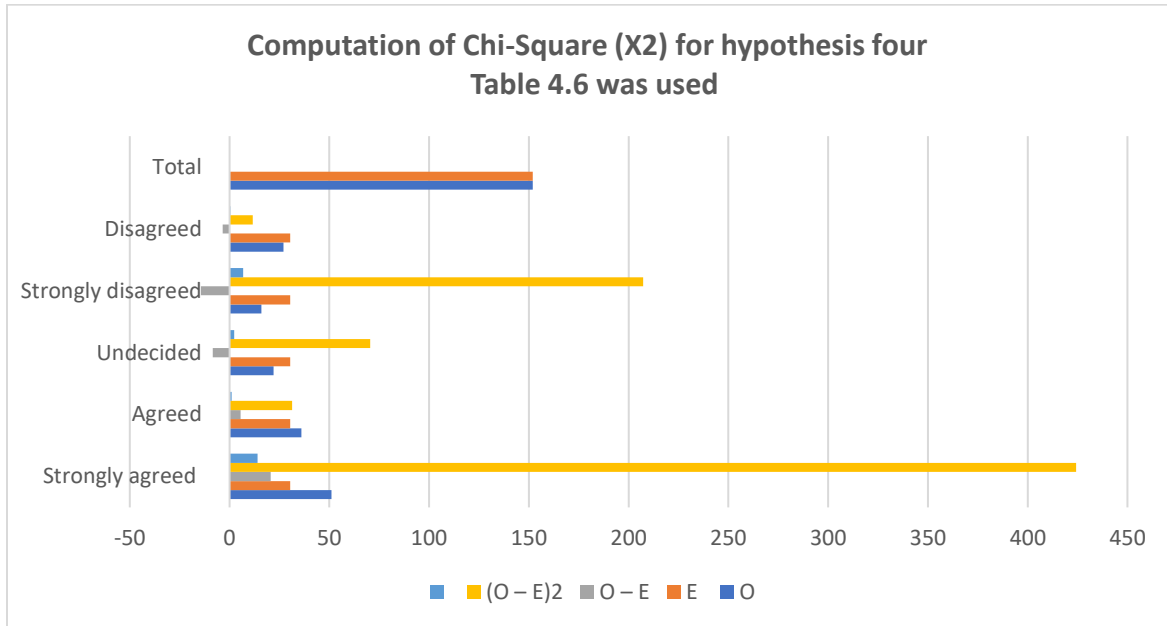
**Decision rule:** Since  $X^2$  calculated is 37.37 and is greater than  $X^2$  tabulated 9.49, we reject the null hypothesis. We therefore conclude that employee attitudes significantly vary across different departments or units within the Nigeria Institute for Oil Palm Research (NIFOR), influencing their respective productivity levels.

**Test of Hypothesis Four**

$H_{04}$ : Organizational culture and values at the Nigeria Institute for Oil Palm Research (NIFOR) have no impact on employee attitudes or productivity, and money has not played a significant role in determining an employee's productivity.

**Computation of Chi-Square (X2) for hypothesis four**

Table 4.6 was used.



Source: Computer from Filed Survey, 2021

X<sup>2</sup> calculated value = 24.51

When X<sup>2</sup> calculated > X<sup>2</sup> table value, reject H<sub>0</sub>

Level of significance = 0.05 or 5%

Of = degree of freedom 5 - 1 = 4

X<sup>2</sup> = 9.49 (value on the table)

**Decision rule:** Since X<sup>2</sup> calculated is 24.51 and is greater than X<sup>2</sup> tabulated 9.49, we reject the null hypothesis. A strong alignment between organizational culture, values and employee attitudes positively influences productivity within the Nigeria Institute for Oil Palm Research (NIFOR)

This implies that organizational culture, value, attitude, and money have played a significant role in determining an employee's productivity.

## 5.1 Summary of Findings

The following is a summary of the findings of the survey. It also gives conclusions and recommendations to help the Nigeria Institute for Oil Palm Research change their employees' negative attitudes and improve their positive attitudes towards work.

### 5.1.1 Employees Opinion

The survey reveals that supervisors in the company always seek employees' opinions on work-related issues. The interview also reveals that management respects employees in the sense that whenever decisions are being made, employees' opinions are sought. This shows the level of involvement of employees in work-related activities. This is important as it identifies the level at which supervisors ask for employees' opinions and, therefore, the

importance managers place on them. The current level at which supervisors ask for employees' opinions in the company is in the proper order.

#### **5.1.2 Training is given to Employees**

The survey reveals that training is given to employees in the company. Both the employees and management confirm the existence of training in the company. This relates to the importance management puts on training its employees. When employees are well-trained, they acquire new skills and knowledge to contribute to productivity.

#### **5.1.3 Employees Willing to put themselves out to help the organization**

The study indicates that most respondents are willing to put themselves out to assist the company in growing. The survey also indicates that respondents understand the outcome of exerting more effort in their work as hard work contributes to improved performance and productivity. Furthermore, most of the respondents force themselves to work; this shows the level of commitment by the employees towards the company.

#### **5.1.4 Highly Satisfied with Monetary Benefits**

The study reveals that employees are delighted with the company's monetary benefits. This shows that the company recognizes employees' contribution towards productivity, so monetary benefits should be maintained or improved.

#### **5.1.5 Aware of the Effect of Negative Attitudes on the Company**

The survey reveals that employees know the effects of negative employee attitudes in the company. This assists the employees to do away with negative attitudes and improve on the positive ones.

#### **5.1.6 Causes of Employee Attitudes**

The study indicates that most of the respondents are assertive, kind, sociable, able to learn new things and deal with stress, which shows the level of self-confidence and cordial relationships in the company. Additionally, most respondents believe that individuals should sacrifice self-interest for the company to achieve productivity. Moreover, the majority of the respondents are comfortable with change and the provision of training opportunities and promotions in the company. The interview also supported this view, where the management cited conditions of service and remuneration as factors affecting employee attitudes.

#### **5.1.7 Relationship between Employee Attitudes and Productivity**

The survey indicates that most respondents confirm the positive effect of their involvement and commitment to work leads to productivity. Furthermore, most respondents are aware of the negative effect on productivity.

### **5.2 Conclusion**

The overall impression is that the Nigeria Institute for Oil Palm Research has employees with different attitudes. Some of the attitudes found among the employees include job satisfaction, employee involvement, commitment, lateness, absenteeism, and theft. It is apparent that the employees exhibit all manner of attitudes towards work-related activities that can affect productivity. The evidence from the manager's survey also indicates that certain factors influence employees' attitudes, which need to be addressed.

There has been an awareness of the organization's objectives and policies by the employees, which shows effective communication between management and employees. The current Nigerian Institute for Oil Palm Research policy on employee attitudes is effective. This is, however, good for managing employees to exert positive attitudes to ensure improved productivity. It is this which gives the most concern and must be encouraged in order that NIFOR can attain productivity.

### **5.3 Recommendations**

The following recommendations are presented to the management of NIFOR to improve positive employees' attitudes and address negative employees' attitudes.

#### **5.3.1 Motivation of Employees to Contribute to Productivity**

The company should have a way of motivating its employees in order for employees to exert a positive attitude to gain productivity. Motivation packages like good compensation packages, good working conditions and equipment, and opportunities for training and promotion should be in place to reflect positive attitudes and improved productivity.

#### **5.3.2 Extension of Data Collection**

The data were limited to employees from NIFOR, a public sector. It is recommended that data be collected and examined from different sources, such as financial institutions, manufacturing institutions, marketing institutions, educational institutions, the military, and so forth.

#### **5.3.3 Observation and Comparison of Different Factors**

Observations from different factors should be compared to discover differences in what influences an employee's attitude since different factors influence employee attitude in the organization. This will help determine whether employee attitudes influence the company's performance since the study reveals that employee attitudes influence productivity directly and indirectly.



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