

EMPLOYEE RELATIONSHIP AND MENTAL ATTITUDE ON ORGANIZATION PERFORMANCE IN RUFUS GIWA POLYTECHNIC OWO (RUGIPO) NIGERIA

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Abstract

The welfare of staff in most government owned institution has recently been given lesser attention. Despite the inconsistent monthly salary, there has always been pressure on employee to perform to their optimal best which in turn affects them mentally through their attitude to their job and brings poor performance at the long run. It is in view of this the study examined employee relationship and mental attitude on organization performance in RUGIPO through a well cross-sectional designed questionnaire that was distributed from a staff population of 1870 to a sample size of three hundred and thirty (330) staff through random sampling technique using Taro Yamane equation. The retrieved data from the administered questionnaire were analyzed using frequency, percentage and regression technique with the aid of Statistical Package for Social Sciences (SPSS), version 17. The findings in the paper revealed that employee relationship has a statistically positive significant effect on organization performance while mental attitude although statistically positive but has no significant relationship with organization performance, both tested at 5% significant level. The study concludes that good relationship for a better performance of the organization can only be enhanced and efficient if the mental attitude of the staff can rightly be positioned through consistent payment of salary and allowance without any forms of hindrances. It is therefore recommended that the wellbeing of staff should not be taken for granted in as much the government is looking to them for a better performance of output.

KEYWORDS: Employee relationship, Mental attitude, Organization performance, RUGIPO, Nigeria

Introduction

The workplace is a very important facet of the economy in terms of its productivity. This involves relationship between the employers to the employees in either a positive or negative way. The state of relationship of the employers to the employees has an effect on the mental attitude of the employees in affecting the performance of the organization. In addition, the current situation of employees in most government organization is below average in terms of consistency in their minimum wages and other

allowances, and this might affects their mental reasoning in enhancing significantly to the organization they find themselves. Rahiman and Kodikal (2017) pointed that job related attitudes and organizational performance are the fundamental research issues in industrial psychology. It was also seen from the study that the relationship between these factors are essential in every organization for maintaining efficiency of a business enterprise. In another study, Andrew (2017) posited that it is important and valuable to study the influence of employee attitude on employee readiness as it is the most important and deterministic factor for organizational change which no organization can escape and it is inextricably linked to its survival and growth.

However, there have been challenges in the workplace between employee and their job to maintain a smooth level of performance in terms of their efficiency. Employee relationship and mental attitude are liken to a kind of valuable assets that majority of publicly owned organization gives less attention to, without giving into consideration the possible growth that may likely arise (Kodikal, 2007 & Andrew, 2017). Regarding these researchers' view, this paper tries to provide an additional contribution to the studying of the influence of employee responses to their daily duties and physical attitude in terms of mental reasoning on organization performance in Rufus Giwa Polytechnic, Owo, Ondo State, Nigeria.

Literature Review

Conceptual Review

Satisfaction and Performance

Brayfield and Crockett (1955) considered the issue of how job attitudes are related to satisfaction and performance. It was seen that satisfaction influenced the motivation to perform a job effectively only very indirectly. It influences the motivation to perform because it has the power to influence the valence or attractiveness of certain kinds of rewards and the valence of rewards does influence motivation directly. In a similar view, Lawler & Porter, (1967), Porter & Lawler, (1968) discussed that under certain conditions, performance influence satisfaction directly when it leads to rewards like pay and promotion. However, the researchers were of the opinion that despite the complexity of the relationship between satisfaction and performance, it is important for organizations to look at the variance in

satisfaction that is reported and at the relationship between satisfaction and performance through mental attitude of employees.

Empirical Review

Kappagoda, Othman and Alwis (2014) investigated on the relationships among psychological capital, work attitudes and job performance of employees in the banking sector of Sri Lanka. The study sample consisted of 176 managers and 357 non-managerial employees which were collected through a well structured questionnaire. The collected questionnaires were analyzed using correlation coefficient and regression technique. The results of the study indicated that there was a significantly positive relationship between psychological capital and job performance, psychological capital and work attitude, work attitudes and job performance. The findings further revealed that work attitudes were found to mediate the relationship between psychological capital and job performance of the employees in the banking sector in Sri Lanka.

Bakotic (2016) explored the link between job satisfaction and organizational performance and also determined empirically if there is provable relationship between these two variables, and the direction and intensity of this relationship. The empirical research was conducted on a research sample of 40 large and medium sized Croatian companies with 5806 employees surveyed. The results of the findings revealed an existence of a clear link between employees' job satisfaction and organizational performance in both directions, but with pretty weak intensity. Further analysis revealed that the connection between job satisfaction and organizational performance is stronger than the connection between organizational performance and job satisfaction.

Xesha, Iwu, Slabbert&Nduna (2014) explored on the importance of the employer-employee relationship and described the role this relationship plays towards the growth of a business. The study also highlighted on the role that job satisfaction plays towards stimulating good relationships between these two parties and provides guidelines to business owners on how the relationship can be managed through a relationship survey designed for the study. The study revealed that business owners shared a positive notion that relationships play an important role towards their business as these contribute to the growth of their business. The findings also revealed that employees indicated high levels of satisfaction with their jobs.

Sturman and Walsh (2014) considered the impact of work-hours fit on key attitudes of hourly employees-perceived organizational support, job stress, work-family conflict, intent to turnover and life satisfaction. The study also examined both the congruence of work-hours fit and the degree of misfit. The findings revealed that hourly employees are typically not working the hours they prefer. The results also showed that work-hours fits impacts the attitudes as predicted, and when considering the type of misfit, congruence matters more for life satisfaction and intent to turnover. In addition, it was showed from the analysis that working too few hours impacts job stress and life satisfaction, whereas working too many affects work-family conflict.

Rahiman and Kodikal (2017) investigated the impact of factors that lead to better productivity of employees. The study conducted an empirical investigation to identify the factors that have a bearing on work attitudes through a survey in health care industry. The collected data was statistically tested and validated using p-test, f-test, correlation and regression technique. The findings revealed a significant relationship between the attitude of employees and performance.

Xerri, Nelson and Brunetto (2015) examined the impact of workplace relationships on attitudes toward organizational change, affective commitment and psychological well-being for Australian asset managers, engineers and technicians working in physical asset management. Social exchange theory serves as the theoretical framework and a self-report survey was administered to examine 255 asset managers, asset management engineers, and asset management maintenance employees. The major findings from a structural equation model indicated that perceived organizational support was positively correlated with an employee's attitude toward organizational change, and supervisor-subordinate relationships and perceived organizational support were positively correlated with an employee's emotional attachment to the organization.

Green, Dishop and Aarons (2016) through a cross-sectional study, examined the relationships between organizational stress, provider adaptability and organizational commitment for a sample of 311 mental health providers from 49 community mental health programs. The variables were analyzed using moderated multi-level regression technique. The study findings revealed that stressful organizational climate, characterized by high levels of emotional exhaustion, role conflict, and role overload, was negatively related to organizational commitment. The findings also revealed that organizational stress moderated the relationship between provider adaptability and

organizational commitment, such that those who were more adaptable had greater levels of organizational commitment when organizational stress was low, but were less committed than those who were less adaptable when organizational stress was high.

Andrew (2017) examined the influence of employee attitude on employee readiness for organizational change, focusing on the teachers of government schools in the Eastern Province of Sri Lanka, for a sample of 100 teachers using a survey questionnaire. The collected questionnaires were analyzed descriptive analysis to explore the nature of the sample, and bivariate analysis to assess the relationships between the study variables. The results of the study revealed that the employee attitude was significantly and positively correlated with employee readiness for organizational change.

Suany, Miradipta and Jie (2013) empirically tested the effect of attitude towards work, job satisfaction, and organizational commitment to the employee's job performance. The study data were collected for 200 managerial and non-managerial staff of a firm. The analysis was done using structural equation modelling (SEM). The results of the study showed that attitude towards work and organizational commitment have positive and significant effect to job satisfaction and employee performance.

Ariani (2013) tested the relationship between employee engagement, organizational citizenship behaviour (OCB), and counterproductive work behaviour (CWB) for 507 respondents of service industries in Yogyakarta, Indonesia. Validity and reliability tests were adopted to evaluate the questionnaire contents. The results of the study revealed that a significant positive relation exists between employee engagement and OCB and a significant negative relation between employee engagement and CWB and between OCB and CWB.

Methodology

The study employed a primary source of data collection through a well structured questionnaire that comprises of two sections. The first section contains the socio-demographic characteristics of employees while the second section contains three sub-section assigned respectively to Employee Relationship (ER), Mental Attitude (MA) and Organization Performance (OP). A sample size of 330 was used for the study from a total staff population of 1870 using Taro Yamane (Yamane, 1973) formula with 95 % confidence interval as in Equation 1. Reliability statistics for the listed items contained in

the questionnaire were carried out using Cronbach's Alpha. The Cronbach's Alpha shows an excellent result of 94.1 % which implies that the administered questionnaire is okay and reliable for the study.

$$n = \frac{N}{1 + N(e)^2} \quad 1$$

Where:

n = Sample Size;

N = Population Size;

e = Sampling Error assumed as 5% (0.05)

$$n = \frac{1870}{1 + N(0.05)^2} \cong 330$$

Model Specification

A simple model was formulated to guide the study and it is expressed below:

$$OP = f(ER, MA) \quad 2$$

In an explicit form, equation 1 is expressed as:

$$OP = \beta_0 + \beta_1 ER + \beta_2 MA + \mu_0 \quad 3$$

Where:

OP = Organization Performance;

ER = Employee Relationship; and

MA = Mental Attitude

β_0 is constant while β_1 and β_2 are coefficient terms for ER and MA respectively, and μ_0 is error or disturbance term.

Data Analysis

The collected administered data from the questionnaire will be analyzed using descriptive (frequency and percentage) and inferential (regression technique) statistical tool with the aid of Statistical Package for Social Sciences (SPSS), version 17.

Results and Discussions

Table 1: Socio-demographic characteristics of the Staffs

	Option(s)	Frequency	Percentage (%)
Working Experience	Under 1years	5	1.52
	1-3years	90	27.27
	4-9years	195	59.09
	10-20years	40	12.12
	Total	330	100.00
Gender	Male	170	51.52
	Female	160	48.48
	Total	330	100.00
Age	Under 25years	5	1.52
	26-35years	110	33.33
	36-45years	70	21.21
	46-55years	125	37.88
	Over 55years	20	6.06
	Total	330	100.00
Marital Status	Single	60	18.18
	Married	270	81.82
	Total	330	100.00
Staff Category	Academic Staff	110	33.33
	Non-academic Staff	220	66.67
	Total	330	100.00

Source: Field Survey 2018

Table 2: Regression Analysis of Employee Relationship and Mental Attitude on Organization Performance

Variables	Coefficient (β)	Standard Error	t-statistic	P-values
Constant	-14.806	2.717	-5.449	0.0000
ER	0.661	0.073	9.024	0.0000
MT	0.079	0.047	1.672	0.5780

$R^2 = 0.946$; Adj. $R^2 = 0.944$; F-Statistic = 548.750; P-value = 0.000

Dependent Variable: Organization Performance (OP)

Source: Author Computation from SPSS 17.0

Table 1 shows the socio-demographic characteristics of the respondents that administered on the questionnaire based on working experience, gender, age, marital status and staff category. The descriptive analysis reveals that respondents who has working experience between 4 and 9 years has the highest percentage frequency value of 59.09 % (195), which is subsequently followed by respondents with working experience between 1 and 3 years, 10 and 20 years and below 1 years with percentage frequency value of 27.27 % (90), 12.12 % (40) and 1.52 % (5) respectively. Also, the male respondents have the highest percentage frequency value of 51.52 % (170) when compared to the female respondents having a percentage frequency value of 48.48 % (160). In addition, respondents between the age category of 46 and 55 years has the highest percentage frequency value of 37.88 % (125), which is subsequently followed by respondents whose age category are between 26 and 35 years, 36 and 45 years, over 55 years less than 1 year with percentage frequency value of 33.33 % (110), 21.21 % (70), 6.06 % (20) and 1.52 % (5) respectively. Furthermore, respondents that are married have the highest percentage frequency value of 81.82 % (270) when compared to respondents that are single with percentage frequency value of 18.18 % (60). The staff category of the institution was not an exception in the analysis which reveals that the non-academic staffs has the highest percentage frequency value of 66.67 % (220) when compared to the academic staff with a percentage frequency value of 33.33 % (110). However, the accurate responses between the various category of staff has shown a wide agreement and good sense of reliability to the research study.

Table 2 shows the regression analysis of employee relationship and mental attitude on organization performance of the institution. The coefficient of determination (R^2) stood at an approximate value of 0.946; this value implies that about 94.6 % is been explained by the explanatory variables in the model while about 5.4 % is been unaccounted for employee relationship and mental attitude on the organization performance. This however has lesser effect on the overall result. The adjusted R^2 of 94.4 % is in full agreement with the R^2 . The model however displays a good fit. In addition, employee relationship is significant in explaining organization performance of the institution because it p-value of 0.000 is lesser than the test of significant at 5 % level. This implies that a unit increase in employee relationship of the institution will increase organization performance by 66.1 % in a positive and significant effect. It is also revealed in the analysis that mental attitude of the employees in the institution is not significant in explaining organization performance because it p-value of 0.5780 is greater than the test of

significant at 5 % level, although statistically positive. This implies that a unit increase in mental attitude of the employees in the institution will increase organization performance by 7.9 % in a non-significant direction due to its low percentage effect. Furthermore, the overall model is statistically significantly in explaining the purpose of this study because the p-value of the F-statistic is lesser than the test of significant at 5 % level. We can therefore conclude that there is significant effect of employee relationship and mental attitude on organization performance of the institution due to the overriding effect of employee relationship within the structure of field survey considered.

Conclusion and Recommendations

The study examines the effect of employee relationship and mental attitude on organization performance of the institution based on the state of financial crises that is strongly affecting the state of wellbeing of the staff of the institution. The findings reveals that despite how unfavourable the state of things are in the institution in terms of unstable and unpredictable monthly salary collection by the staff, they still shows high level of consistency and commitment to their job but however this has low effect on their mental attitude in terms of their thinking and reasoning because they felt that a good relationship for a better performance of the institution can only be enhanced and efficient if the mental attitude can rightly be positioned through consistent payment of salary and allowance without any forms of delay or hindrances’.

The paper therefore recommends:

- i. To the government that the welfare of employees should not be underestimated because a better internally generated revenue can only be achieved from an organization that sees his/her employees as a better performance to the growth and efficient running of the system; and
- ii. Government owned institutions especially at state levels should adopts realistic pattern to increase their monthly generated revenue in their respective institutions in ensuring employees welfare are adequately cared for peradventure any of the government owned institutions are facing financial crisis.

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