



EMPLOYEE ATTITUDE ON JOB PERFORMANCE: ASSESSING ITS UPSHOTS IN A SELECTED TECHNICAL UNIVERSITY IN GHANA

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Abstract:

This study was conducted to assess the effects of employee attitude on job performance at the Sunyani Technical University using survey data. The quantitative research design was used in the study. A structured questionnaire was the main instrument used to obtain data from 135 respondents from the estimated 450 population. SPSS (v.21) was used to analyse the data. The study found that employees' attitudes positively or negatively influence the performance of the university under study. It was also discovered that employees' attitudes are formed and shaped by several factors, which can be both internal and external. The study measured certain variables for the purpose of achieving the study objective against how these influence employee productivity, and the study concluded that employee involvement and engagement, Job satisfaction, lateness to work, and employee absenteeism have a significant effect on job performance. Nonetheless, the study also discovered that organisational commitment, dispositional personality causes and cultural causes, intrinsic job factors and organizational factors have insignificant effects on employee productivity. The study concludes that an employee's attitude partially predicts employee performance. The study recommends that management motivate employees to improve their work productivity.

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1. Introduction

Generally, studies have shown that employees play a vital role in an organisation's productivity. Thus, Attitudes exhibited by employees can immediately affect the atmosphere and productivity within organisations. An atmosphere that is professional and conducive to work needs to be created by an employer to keep employees excited. If this environment is formed, the employees are likely to work hard and complete each assignment as expected of them (Chiaburu, Peng, Oh, Banks & Lomeli, 2013; Haider & Riaz, 2010). An attitude is a positive or negative atmosphere or mental state of readiness, learned and organised through experience, that exerts a specific influence on a person's response to people, objects and situations (Zeffane, Zeffane, Bani & Bani, 2017). Critics of human relations argued that, even if high job satisfaction could be dispensed to have some relationship to employee performance, there are linked negative consequences, which were being overlooked. Research in organizational behavior emphasizes the crucial link between how employees perceive their job situations and their commitment to the organization, highlighting these as key areas for managers to enhance (Sujendran, 2023). This explanation of attitude has some implications for managers. First, attitudes are studied. Second, attitudes define one's predispositions toward given looks of the world. Third, attitudes present the emotional basis of one's interpersonal relations and identification with others. Fourth, attitudes are organised and are close to the core of personality (Erwin, 2014).

An attitude is connected to a hypothetical construct depicting an individual's degree of like or dislike for an item. Attitudes are usually positive or negative views of a person, place, thing, or event (Bagherian, Bahaman, Asnarulkhadi & Shamsuddin, 2009). These presentations are often referred to as the attitude purpose. In this example, the attitude object is referred to as the individuals' view of the change and is not a physical object independent of the individual (Visagie, 2010). Kelloway & Myers (2019) define attitude as a favourable or unfavourable evaluative reaction towards something or someone often rooted in one's beliefs and exhibited in one's feelings and intended behaviours. Vast factors of employees' attitudes impact innovation, productivity, and turnover rates, influencing job performance. Positive attitudes foster creativity and loyalty, enhancing productivity, while negative attitudes can lead to decreased performance and turnover (Gomathy, 2022)

Also, it is believed that quality of work environment (QWE) is important for organisations to attract and retain valuable employees continually as it is perceived that the quality of the work environment as the favourable conditions and surroundings of a workplace that provide support and promote employees' job satisfaction by providing them with job security and reward. QWE encompasses various aspects such as working conditions, working time, mode of wages payment, health hazards, and management behaviour during the process of responding to the needs of the employees. Accordingly,

social psychologists use the term attitude to refer to people's evaluation of virtually any aspect of their social world - environment (March, Olson & Fazio, 2018; Brandt & Wetherell, 2012).

It is also worth noting that Africa has a large public sector, employing the highest number of human resources with varied skills in organisations which need to find ways to manage employees' attitude so that positive attitudes can be displayed by employees to increase productivity (Nafei, 2013; Simha, Elloy & Huang, 2014). People can have favourable or unfavourable reactions to issues, ideas, objects, specific behaviour, or entire social groups since some attitudes are quite stable and repellent to change while others may be unstable and show much variability depending on the situation (Bouckenooghe, D., Schwarz, G. M., Kanar, A., & Sanders, K. 2021). In contrast, when employees are not satisfied, committed and engaged in their work, they may develop negative attitudes like lateness, absenteeism and theft, which have adverse effects on an employee's productivity. An employee's negative attitude can become obvious through other actions, such as poor performance, absenteeism, pilfering, tardiness, and poor business ethics. On the other hand, employees who feel respected by their managers and co-workers and those who uphold a good attitude usually respond differently and display apt behaviour in the workplace (Chullen, Dunford, Angermeier, Boss, & Boss, 2010). We may hold some attitudes with great certainty, while other attitudes may be relatively unclear or uncertain. With the growing speed and scale of change in organisations, managers are continually seeking ways to generate employee commitment, which translates to a competitive advantage and positive work attitudes such as job satisfaction, high performance, low absenteeism and turnover (Jung & Yoon, 2015).

Therefore, a developing country like Ghana, with its abundant human resources and the needed support, can also experience economic success if apt consideration is given to employee attitudes towards work to achieve productivity in institutions (Adegboyega, Dele & Ayodeji, 2015), hence the need to conduct this study.

1.1 Statement of the Problem

Studies highlight that positive attitudes lead to higher job satisfaction, commitment, and motivation, ultimately enhancing performance and reducing productivity loss (Lohela-Karlsson, Jensen, & Björklund, 2022). In the absence of effective employees' attitude management programmes, employees are likely to experience job dissatisfaction overtimes, which directly affects work delivery, employee engagement as well as their commitment towards the achievement of institutional goals and objectives (Khan, Ghauri & Akram, 2012). According to Stites & Michael (2011), employees who are not satisfied, committed and engaged in their work find it difficult to work within an institution. That is, their actions affect the production chain. An individual in a working team who repetitively displays negativity or complains about everything prevents other employees from sharing ideas that could have positive influences on work and productivity. This is believed to lead to jeopardize institutional performance and hinder growth (Gopinath, 2020). Moreover, while there are several studies on attitudes – positively or negatively-

and their effect on productivity (Zeffane, Zeffane, Bani & Bani, 2017), none has so far been carried out within the context of technical universities in Ghanaian – hence, the need to fill that gap. On these grounds, the current study assesses the effect of employee attitude on job performance at Sunyani Technical University.

1.3 Objectives of the Study

- a) To identify employees' attitudes towards work-related activities at the university.
- b) To ascertain the factors that cause employee attitudes at the university.
- c) To identify factors that affect employee performance at the university.
- d) To determine the relationship between employee attitude and productivity at the university.

1.4 Research Questions

- a) What is the attitude of employees towards work-related activities at the university?
- b) What factors cause employee attitudes at the university?
- c) What factors affect employee performance at the university?
- d) What is the relationship between employee attitude and productivity at the university?

2. Review of Related Literature

2.1 Employee Attitudes and Factors Causing Employee Attitudes

An attitude is a mental tendency that is revealed by evaluating a special entity with some degree of favour or disfavour (Khan, 2014). Attitude explains the way an employee feels inside. These are an employee's feelings toward his employer, his co-workers and his position inside the organisation. All employees have attitudes to their working situation. There are different kinds of employee attitudes that affect fecundity in organisations which include job satisfaction, worker engagement, organisational commitment, employee theft, employee absenteeism, and employee lateness. Attitudes are evaluative statements-either positive or unfavourable-concerning objects, people, or events. An attitude is a predisposition to make some kinds of judgments about people, issues and events, usually in specific situations. Personal attitudes are a picture of the broad values held by the individual. Attitudes lead to the development of individual opinions and prejudices, as well as contributing positively to an individual's exercise of judgment. Some attitudes are held tightly and are unlikely to be changed in a person's lifetime. Others are held less strongly and are subject to change, where the individual perceives it useful to do so (Stites & Michael, 2011).

Wendell, Cabrera, Dennis, Estacio (2022) postulate that an attitude is a psychological state of mind. It is the way a person thinks about situations, and it ultimately determines a person's behavior. In the workplace, employees can have either a positive or negative attitude about specific work tasks, products or services, co-workers

or management, or the company as a whole. Positive attitudes among employees make workdays more enjoyable. Tasks are performed to a higher standard and without complaint. The current study is based on the effect of attitude on employee performance. Characters towards change may be interpreted as certain regularities of an individual's feelings, opinions and predispositions to work towards some aspect of his or her environment (Visagie, Eide, Mannan, Schneider, Swartz, Mji & MacLachlan, 2017). Attitude is said to be a hypothetical construct that signifies an individual's like or dislike for any behaviour (Mowday, Porter & Steers, 2013; Ahmad, Ahmad & Syah, 2010). An attitude is a mental or neural status of readiness, organised through experience, exerting a directive or dynamic impact on the individual's response to all objects and situations to which it is linked.

A simplistic definition of attitude is a mindset or tendency to act in a specific way due to both an individual's exposure and temperament (Mowday, Porter & Steers, 2013; Ahmad *et al.*, 2010). Mabona (2013) explored factors that influence attitudes towards performance management. The study found that both positive and negative attitudes towards performance management with fewer positive than negative attitudes, positive attitudes were influenced by trust and, to a limited extent, engagement. Negative attitudes were influenced mainly by reward and recognition and by organisational justice. Othman and Suleiman (2013) examined the causes of a poor attitude to work. The study found that a poor attitude to work hurts the productivity level of the organisations in Malaysia. Some of the prominent findings revealed that Malaysian workers widely held the view that poor motivation, inadequate training and development and job insecurity are the possible causes of a poor attitude toward work.

Recent literature delves into employee participation in environmental initiatives underscores the importance of understanding employees' perceptions of the costs and benefits associated with participating in such initiatives, which can influence their attitudes and willingness to engage (Allen, 2023). Additionally, Hill (2015) examines the multifaceted nature of attitudes towards efforts in the work environment, emphasizing the crucial role of organizational climate, employee participation in environmental initiatives, and the impact of psychological climate perceptions. The studies highlight the significance of creating a positive organizational climate, such as developmental and rational goal climates, to foster positive attitudes towards change. Purity, Yusuf and Anigbogu (2017) examined factors influencing employees' job attitudes in Nigeria. The study found that organisations achieve higher performance by positively influencing employees' attitudes to their jobs through the provision of adequate incentives. Kuo, Ho, Wu, and Lin (2010) examined factors that result in improved attitudinal outcomes. The model incorporates four major self-perceived dimensions: personality traits (PTs), job characteristics (JCs), transformational leadership behaviours (LBs), and AOs. The study found that both personal traits and JCs have positive yet insignificant effects on AOs. However, both factors significantly and indirectly influence AOs via transformational LBs. Olubusayo, Stephen, Maxwell (2014) examined the effect of incentive packages on employees' attitudes towards work. The study found that a strong relationship exists

between incentive packages and employees' attitudes towards work, and the workers are not satisfied with the present incentive packages. The study further found that there is a strong correlation between the tested dependent variable and an independent construct. However, employers of labour and decision-makers should endeavour to review incentive packages at various levels to earn employees' commitment and satisfaction. Singh, Chetty and Karodia (2016) investigated the impact of absenteeism and the extent to which it negatively affects organisational performance. The study found that the main causes of absenteeism among security officers within the organisation are attributed to illness, transportation, fatigue, family problems, and long working hours.

Kocakulah, Kelley, Mitchell and Ruggieri (2016) identified the leading factors of absenteeism possible "cures" that exist for these factors. Since every company is unusual, it will require several levels of analyses to recognise the factors that impact absenteeism for a specific employer. If absenteeism is recognised as a significant problem, the company will demand to take a hard look at the source of the problem and begin to consider strategies to recapture lost revenues. Moreover, as the economy tightens and the associated financial stress rises for most employees, it is possible that employers may see an increase in absenteeism due to stress-related issues. The more informed a company is of issues associated with employee absenteeism, the more successful they were in implementing strategies to reduce the related cost and increase productivity. Dhlewayo, N. P., Bello, P. O., & Mofokeng, J. T. (2021) argue that working from home, reduced workweeks and conventional weekday work hours were important in reducing absenteeism. Shift work and compressed work plans, however, led to prolonged absenteeism. Other studies show that providing workers with more input into judgments that affect their jobs and increasing their responsibilities, when suitable, makes jobs more interesting with improved productivity. Thus, job satisfaction was proved to be an important factor in decreased absences. Workers who were satisfied or very contented with their jobs were 83 times less likely to be absent than individuals who were less satisfied with their jobs.

Rahman (2016) examined the factors causing employee absenteeism. The study found that working conditions influence the level of absenteeism. The working conditions also affect the health of the employees in many ways. Routine health problems have been identified as one of the important reasons for frequent absenteeism among employees. Bad impressions about the work and the perception of the prospects in the profession have impacted the employees to a great extent. The study further found that salary is a non-determinant that influences the level of absenteeism. Hence, employees are very aware that frequent absenteeism will lower their take-home salary. The level of salary in the textile shops has significantly impacted the opinion of male employees compared to female employees about the level of absenteeism. According to Evans & Lindsay (2010), employee beliefs, values and expectations will depend partly on circumstances outside the workplace as a consequence of family, education, community, class and other influences in people's training. Work experience is common, and for some

people, exercises other than work are more central to life goals, which will also affect employee attitude.

Where family responsibilities, hobbies or other non-work matters take precedence, it might be reasonably expected that this was conducive for higher absence (Aladwan, Bhanugopan & Fish, 2013). Karanja (2013) determined the perceived factors that contribute to employee absenteeism. The study found that family problems and lack of motivation were also factors. The study further found that poor management style, injury and accident, organisational culture and lack or poor adherence to a system on absence. Employees were then requested to rate the importance of some of the factors causing absenteeism. The study further found that under-promotion was perceived as fairly high, followed by employee attitude and drug substance abuse.

Job Satisfaction illustrates a positive feeling about a job resulting from an evaluation of its features. A person with a high level of job satisfaction includes positive feelings about his or her job, while a dissatisfied person holds negative feelings about his or her job. Usually, when people speak of employee attitude, they mean job satisfaction (Aziri, 2011). Job Involvement is related to job satisfaction. Job involvement estimates the degree to which people recognise psychologically their job and consider their perceived performance level significant to self-worth. Employees with great levels of job involvement strongly recognise and care about the kind of work they do (Nafei, 2013). Organisational Commitment is a state in which someone identifies with a particular organisation and its goals and wants to maintain membership in the organisation. A high level of job involvement means identifying with your specific job, while organisational commitment means identifying with your employing organisation. There are three separate dimensions to organisational commitment: (a) Affective Commitment is an emotional affection to the organisation and confidence in its values, (b) Continuance Commitment is a perceived economic value of remaining with the organisation compared to dropping it. An employee may be engaged to an employer because she is well paid and feels it would hurt her family to quit and (c) Normative Commitment is said to be an obligation to remain with the organisation for moral or ethical reasons.

Perceived organisational support is said to be the extent to which employees believe the organisation values their contributions and cares about their well-being. Research shows that people perceive their organisation as supportive when rewards are thought fair, when employees have a view on decisions, and when their supervisors are seen as supportive (Anitha, 2014). Employee engagement is an individual's involvement with, satisfaction and enthusiasm for the work s/he does. Highly engaged employees have an enthusiasm for their work and feel a deep connection to their company. Unhitched employees have essentially "checked out" –putting time and not energy or attention into their work (Mack, 2019). In a recent study of nearly 8,000 business units in 36 companies, it was found that, compared with other companies, those whose employees have had high-average levels of engagement had higher levels of customer satisfaction, were more productive, had higher profits, and had lower levels of turnover and accident (Chiaburu *et al.*, 2013).

2.2. Employee Attitude and Performance

Ajzen (2018) postulates that attitudes are expressions of personal feelings that reflect whether a person is favourably or unfavourably predisposed to some targets such as a brand, services, work, etc. It is a result of a psychological process that is not directly observable but must be inferred from what most people say or do. In the minimise context, attitudes are learned predispositions to behave in a consistently favourable or unfavourable way concerning a given task and work in general. Hettiararchchi and Jayarathna (2014) examined the effect of employee work related to employee job performance. The study found that 26.7% of the variance of job performance was significantly explained by the three independent variables: employee work-related attitudes consisting of a sub-variable named job satisfaction, organisational commitment and job involvement. It can be concluded that there is a significant impact on employee-related work attitudes and the job performance of the employees of the tertiary and vocational education sectors in the government sector. Ur Rahiman and Kodikal (2017) examined the impact of employee work-related attitudes on job performance. The study found that the correlation and regression of the P test and F test showed a significant relationship between the attitudes of employees and performance. Khan and Ghauri (2014) examined attitude-related factors (behaviours of employees and leaders, job satisfaction, job commitment, motivation and training) to investigate their impact on employee performance. The study found that all attitudes-related factors positively affect employee performance. Motivation and job commitment have a highly significant impact on the performance of employees.

As a result, organisations should value their experienced personnel and devise effective retention policies by offering a competitive salary, experienced base pay, and experienced-based promotion. A study examined the relationship between employee attitudes and commitment to the organisation to find out if there is any huge impact of employee attitude towards their commitment to the organisation leading to increased loyalty. The study found that the work environment has a direct influence on employee commitment (Vivi, Nila, Sari., Hamdy, Hady, Elfiswandi, 2023). A fulfilled employee remains in the firm even if he has to face challenges like no increase in pay, not a comfortable working environment or no big position in the organisation. It is not solely the remuneration and perquisites that make an employee engaged in the organisation, but also the attitudes that determine the commitment towards the organisation.

Winanti, E. D., Sukaris, S., Aripriabowo, T., Alkusani, A., Baskoro, H., & Kirono, I. (2023) have extensively explored the relationship between work performance and work attitudes, such as job satisfaction, turnover intentions, and job-specific self-efficacy. Their results have consistently shown that job satisfaction and self-efficacy are significantly positively correlated with the work performance of employees. Susanty, Miradipta and Jie (2013) examined the effect of employee attitude toward work, job satisfaction, and organisational commitment on the employee's job performance. The study found that attitude towards work has a positive but not significant effect on job satisfaction and employee performance. Different from an attitude towards work, the organisation's

commitment has a positive and significant effect on job satisfaction, including employee performance at PT. X. The study means that every improvement in an organisation's commitment has a good effect on job satisfaction and employee performance at PT. X.

Idemobi, Ngige and Ofili (2017) examined the effect of reward systems on organizational performance was aimed at determining the effect; effects of organizations rewards system on workers' productivity to determine the relationship between organizations' reward systems and workers' attitudes to work; to determine the relationship between organizations reward system and job satisfaction and to find the relationship between rewards system and workers commitment.

The study found that: organisations reward system has a significant effect on workers' productivity; there exists a significant relationship between organisations reward systems and workers' attitudes to work. Also, there is a relationship between organisations reward systems and job satisfaction. These led to the conclusion that reward systems have a significant effect on workers' attitudes to work. The study recommended improving the reward system of organisations to improve the level of satisfaction among employees, and making the reward policy of the organisation in such a way that it will compete favourably with those of other organisations in the industry. Webber, Florida & Goussak (2015) measured senior-level executive perception of what encompasses successful workplace productivity. The study found that some different categories, such as attitude, ethics, initiative, interpersonal skills, individual development, teams, leadership, time management, focus, rules and resolutions, were either positive or negative workplace attitudes affecting productivity. The majority of managers cited attitude as the most positive or negative workplace habit affecting productivity, and unaccountability and carelessness as the most positive workplace habit affecting productivity. The findings offer insights into ways that senior leaders can improve their hiring and training procedures so positive workplace practices are enabled and negative ones are contained and minimalised so greater productivity can be engaged in the workplace.

Robertson, Birch & Cooper (2012) aimed to test the hypothesis that employee productivity levels were better foretold by a combination of positive job and workplace attitudes (employee engagement) including psychological well-being than by positive job and work attitudes alone. The study found that psychological well-being has an incremental price over and above that of positive job and work attitudes in predicting self-reported levels of performance. Adegboyega, Dele and Ayodeji (2015) examined the effect of absenteeism on corporate performance. The study affirmed that there was a significant relationship between absenteeism and corporate performance. The F test carried out for the model revealed that $p < 0.05$, which means the model is statistically significant.

Arslan (2018) investigated the moderating effect of employee engagement on the relationship between organisational cynicism and employees. The study found that organisational cynicism has a significant negative relationship with employee performance, while employee engagement moderates this relationship. The study further

affirmed that the majority of respondents are not happy with their organisations. They have the feeling that their organisations are not fulfilling their promises; in fact, they are betraying them in different ways. This violation of contract becomes the reason for organisational cynicism among employees and negatively affects their performance at work.

Arslan (2018) further investigated the effect of three dimensions of organisational cynicism (cognitive, affective and behavioural cynicisms) on employee performance. The study found that all three types of organisational cynicism (i.e. cognitive cynicism, affective cynicism and behavioural cynicism) have a significant adverse relationship with employee performance, while employee engagement moderates this relationship. Moreover, the findings indicate that the majority of respondents are not happy with their organisations. They have the feeling that their organisations are not fulfilling their promises and are betraying them in different ways. This breach of contract becomes the reason for organisational cynicism among employees and negatively affects their performance at work. Moch and Fitzgibbons (2011) examined the relationship between absenteeism and production efficiency. The study found that absenteeism and department efficiency are negatively associated only (1) when production processes are not highly automated and (2) when the absences cannot be anticipated in advance. Despite these limitations, however, the costs attributable to the impact of absenteeism on department efficiency are substantial. Programmes designed to decrease unanticipated absenteeism, therefore, can result in considerable savings by increasing operating efficiency where employees are directly involved in the production process. Joseph (2015) scrutinised the causes and drawbacks of absenteeism on employee morale and worker productivity. The study found that absenteeism is a complex situation that significantly influences employees' morale and productivity.

Wickramasinghe & Perera (2014) examined the effects of employee attitudes and perceptions on quality performance in manufacturing organisations. The study found that employee engagement, organisation citizenship behaviour towards an individual, perceived organisational support and perceived job complexity show a significant positive relationship to quality performances. Organisation citizenship behaviour towards an organisation does not have a significant positive relationship to quality performance. Senevtrathna (2013) investigated whether employee attitudes (job satisfaction, job commitment and job involvement) impact employee performance. The study found that there is a positive relationship between job satisfaction and employee performance, with a correlation value of 0.564. Moreover, there is a positive relationship between job commitment and employee performance, with a correlation value of 0.561. Moreover, also, there is a positive relationship between job involvement and employee performance, with a value of 0.662. The multiple linear regression equation shows that the *b' value of the independent variables of job satisfaction, job commitment and job involvement is 0.520, 0.139 and 0.176, respectively. This indicates that there is a positive relationship between the independent variables (job satisfaction, job commitment and job involvement) and a dependent variable (employee performance). Mutoko (2012) also

showed that Generation Y employees have arrived at the workplace with a new attitude and are shaking things up. They appear to be ambitious, technologically savvy, hungry for progress and impatient. They may be beginning their working life at the rump, but this is not to say they will accept rock-bottom salaries.

2.2.5 Conceptual Framework



Source: Author's Construct

The conceptual framework above shows that the independent variable "employee attitude" leads to a direct effect on the dependent variable "job performance".

3. Methodology

3.1 Research Design

The research design is premised on the positivist's ontological perspective, which means the study is a quantitative study. The purpose of the research is to assess the effects of employee attitude on job performance at Sunyani University. This made it necessary for both descriptive and explanatory designs to be adopted for the study.

The explanatory design was adopted to help the researcher measure the effects of one variable on another since the study was intended to assess the effects of employee attitude on job performance at the university.

3.3 Sampling Size and Method

An initial inquiry from the Office of the Registrar of Sunyani Technical University revealed that there were 150 administrators and 300 lecturers at the University. The sample size for the study was 135, comprising 60 administrators and 75 lecturers, as calculated below. The only information needed to estimate sample size was the size of the population. The sample is determined from the total staff population (450) of Sunyani Technical University. De Vaus (2002) uses the single proportion rate formula to determine the sample size. With a confidence level of 90% and a margin of error of 10%, the result for the sample size is as follows:

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

Where;

n = sample size,

N = sampling frame,

1 = constant,
a = margin of error.

3.3.1 The Calculation for Administrators

$$n = \frac{150}{1+150(0.1)^2}$$

$$n = \frac{150}{1+1.5}$$

$$n = \frac{150}{2.5} = 60$$

3.3.2 The Calculation for Lecturers

$$n = \frac{300}{1+300(0.1)^2}$$

$$n = \frac{300}{1+3.0}$$

$$n = \frac{300}{4.0} = 75$$

Total sample size: 60 +75 = 135

The purposive sampling technique, a form of non-probability sampling technique, was used to select the Administration of the selected university for the study. The reason for using purposive sampling for the management staff is to get only staff members involved or have an influence on employee attitudes within the organization. Concerning non-management staff (lecturers), a simple random sampling technique, which is a form of probability sampling, was adopted to select the respondents for the study. This sampling technique was done by using a simple balloting technique. The simple random sampling technique minimizes sampling bias (Sekaran & Bougie, 2009).

3.4 Data Collection and Analysis

This study employed self-administered questionnaires. These structured questionnaires were used to address the study objectives. The questionnaires were administered using a drop-and-pick-later method.

A period of one week was given for data collection, after which those who could not complete it were given one more week for completion. The structured questionnaire method was used because it facilitated the data collection process, and more so, the researcher was able to get respondents to provide appropriate data, both in terms of relevance and depth of the study, without much difficulty. The questionnaire was designed for the respondents, and it included closed-ended questions to elicit relevant information that provided the necessary assistance in gathering the primary data for the

study. The right of respondents was respected by providing consent forms for them to indicate whether they were willing to answer the questions or not before administering questionnaires to those that have accepted to answer the questions. The norms and culture of the respondents were duly factored into the questionnaire design through the pre-testing. Respondents were also reassured of anonymity and confidentiality when the information was given.

The first part of the questionnaire sought the bio-data of respondents, and the subsequent parts sought information about the objectives of the study. The questionnaires were mainly made up of Likert scale questions. First, many items have the potential to capture a broader concept than a single question. Second, if a respondent misunderstood any of the questions and only one question was asked, that response was appropriately interpreted. In this study, four categories were used: Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD). One hundred and forty-eight (148) questionnaires were distributed to the respondents. Data analysis was conducted with the help of Statistical Package for Social Sciences (SPSS) version 23 and Microsoft Excel. The researcher described the various constructs using means and standard deviations, frequencies and percentages and based on which effects were measured to complete the explanatory design using correlations and regression.

3.5 Ethical Considerations of the Study

The ethical codes that research is supposed to meet include taking into consideration the rights of the respondents, the norms and culture of the people, anonymity, confidentiality and research being safe (thus would not cause conflict). The right of respondents was respected by providing consent forms for them to indicate whether they were willing to answer the questions or not before administering questionnaires to those that have accepted to answer the questions. The norms and culture of the respondents were duly factored into the questionnaire design through the pre-testing. Respondents were also reassured of anonymity and confidentiality when the information was given.

3.6 Reliability of the Data Collection Instrument

The aspect of reliability was very much enhanced through the pre-testing exercise, where after the exercise, some questions were amended while others were completely deleted. The variables after the pre-testing improved the reliability status of the questionnaires through the feedback. The feedback helped to minimize bias and errors that may occur because the researchers have been previewed for lapses that may occur, and the researchers adopted measures to avert them before conducting the main data collection. The researchers solely did data collection and respondents who needed clarification were provided with some to ensure the smooth collection of data to strengthen the reliability of the instrument.

3.7 Validity of the Data Collection Instrument

Validity is in two forms: content and face validity. Content validity was ensured through the amendment of questionnaires after pre-testing and face validity was ensured by keeping the language used in the questionnaires very simple and easy to understand. The questionnaires were moreover developed from recognized international journal papers that have stood the test of academia and have received approval; hence, the variables within the study theme were duly covered to enhance validity. A respondent who could not understand the questionnaires were explained the meaning of the questions (Kitchenham & Pfleeger 2002).

4. Findings and Discussions

4.1 Demographic Information

Table 4.1 shows the socio-demographic characteristics of respondents. From the study, more than half (54.1%) of the respondents were females, while the rest (45.9%) were males. Again, the majority (54.8%) of the respondents were aged between 30-39 years, 25.9% were >29 years, 12.6% were aged between 40-49 years, and the least (6.7%) of the respondents were above 50 years. In terms of academic qualification, the majority (43.0%) of the respondents have acquired a Bachelor's Degree, 37.8% also have acquired their Master's Degree, 16.3% have had a Higher National Diploma whereas the least (3.0%) of the respondents have acquired other forms of certificates. Nonetheless, the majority (36.3%) of the respondents have worked for STU for about 5-10 years, 28.9% have served STU for 0-5 years, 20.0% have spent 11-15 years at STU, 12.6% of the respondents have spent 16-20 years at STU, and the least (2.2%) of the respondents have approximately served STU for about 21 years and above. Moreover, when it comes to the respondents' job schedule, the majority (53.3%) of the respondents were administrative assistants, 17.8% were accountants, 4.4% were procurement officers, 21.5% were in other positions, and the least (3.0%) of the respondents were store \inventory keepers. With respect to time schedule, the majority (84.4%) of the respondents were full-time employees, and the rest (15.6%) also were part-time employees.

Table 4.1: Socio-demographic Characteristics of Respondents

Demographic	Frequency	Percentage
Male	62	45.9
Female	73	54.1
Age		
>29 years	35	25.9
30-39 years	74	54.8
40-49 years	17	12.6
Above 50 years	9	6.7
Academic Qualification		
Higher National Diploma	22	16.3
Bachelor's Degree	58	43.0
Master's Degree	51	37.8

Others	4	3.0
Years of Working with STU		
0-5 years	39	28.9
5-10 years	49	36.3
11-15 years	27	20.0
16-20 years	17	12.6
21+	3	2.2
Job Schedule		
Administrative assistant	72	53.3
Accountant	24	17.8
Procurement officer	6	4.4
Store \ inventory	4	3.0
Others	29	21.5
Time Schedule		
Full-time employee	114	84.4
Part-time employee	21	15.6

Source: Field survey (2024).

4.2 Employee Attitudes towards Work

Table 4.2 presents employee involvement and engagement. The study shows that most supervisors ask for employees' opinions in decision-making (M=3.63, SD=1.08). However, a majority of employees are not involved in the planning and implementation process when addressing changes within the organisation (M=2.76, SD=1.12). An average of the employees are trained to allow them partake fully in planning and implementation processes (M=3.31, SD=0.86) while an average of the employees are greatly involved in the affairs of the institution because their pay is affected by the level of the overall performance of the organization (M=3.05, SD=1.06) and lastly, majority of the employee get access to the information needed to complete their work (M=3.77, SD=1.04).

Table 4.2: Employee Involvement and Engagement

Statements	Min	Max	Mean	Std. D
My supervisor often asks for my opinion when making decisions.	1.00	5.00	3.63	1.08
I am involved in the planning and implementation process when addressing changes within the organization.	1.00	5.00	2.76	1.12
I am given training that allows me to participate fully.	1.00	5.00	3.31	0.86
I am greatly involved in the affairs of the institution because my pay is affected by the overall performance of the organization.	1.00	5.00	3.05	1.06
I get the information I need to do my job well.	2.00	5.00	3.77	1.04

Source: Field survey (2024).

4.3 Organisational Commitment

Table 2.3 presents organisational commitment. The results were presented as follows; more than average of the employees are willing to scarify to help the institution (M=3.79, SD=1.00), and the majority of the employees believe employees have to be loyal to their institution (M=4.01, SD=1.09). Also, most of the employees agree that STU deserves their loyalty (M=3.97, SD=1.01), while most of the employees do not force themselves to go to

work (M=2.49, SD=1.22) and lastly, most of the employees' hard work contributes to the institutions' success (M=4.17, SD=0.88).

Table 4.3: Organisational Commitment

Statements	Min	Max	Mean	Std. D
I am ready to put myself out just to assist the institution.	1.00	5.00	3.79	1.00
I believe that an employee should be loyal to his institution.	1.00	5.00	4.01	1.09
STU deserves my loyalty.	1.00	5.00	3.97	1.01
Most of the time, I have to push myself to go to work.	1.00	5.00	2.49	1.22
My hard work contributes to the institution's success.	1.00	5.00	4.17	0.88

Source: Field survey (2024).

4.4 Job Satisfaction

Table 4.4 presents job satisfaction. From the table, half of the employees consider their jobs to be pleasant (M=3.48, SD=1.12). Also, half of the employees feel fairly satisfied with their jobs (M=3.39, SD=1.10), but the majority of the employees are not satisfied with their monetary rewards (M=2.79, SD=0.98). Moreover, employees are proud to work at STU (M=3.83, SD=1.10), and lastly, a number of the employees are personally attached to their work (M=3.98, SD=1.01).

Table 4.4: Job Satisfaction

Statements	Min	Max	Mean	Std. D
I consider my job pleasant.	1.00	5.00	3.48	1.12
I feel fairly well content with my present job.	1.00	5.00	3.39	1.10
I am highly satisfied by the monetary rewards.	1.00	5.00	2.79	0.98
I am happy to tell others I work at STU.	1.00	5.00	3.83	1.10
I feel personally attached to my work.	1.00	5.00	3.98	1.01

Source: Field survey (2024).

4.4 Theft

Table 4.5 presents the results of employee theft. The study shows that the majority of the employees feel uncomfortable when someone steals from the institution (M=3.98, SD=1.23), most of the employees encourage their colleagues not to take something without permission (M=3.99, SD=1.06), and most of the employees are aware of the effect of stealing from the institution (M=3.93, SD=1.17). Similarly, the majority of the employees report someone who steals from the institution (M=3.61, SD=0.92), and lastly, most of the employees are aware that the institution has punitive measures on theft (M=3.76, SD=1.25).

Table 4.5: Theft

Statements	Min	Max	Mean	Std. D
I feel uncomfortable when someone steals something from the institution.	1.00	5.00	3.98	1.23
I encourage my colleagues not to take something without permission.	1.00	5.00	3.99	1.06
I am aware of the effect of stealing from the institution.	1.00	5.00	3.93	1.17
I always report someone who steals from the institution.	1.00	5.00	3.61	0.92
My institution has punitive measures on theft.	1.00	5.00	3.76	1.25

Source: Field survey (2024).

4.5 Lateness

Table 4.6 presents results on lateness. The study exhibits that more than half of the employees feel uneasy when late to work (M=3.93, SD=1.03) and more than half of employees are upset when colleagues are late to work or meeting (M=3.82, SD=0.98). Lastly, above average of the employees believe it is disrespectful to their colleagues when they are late to work (M=3.67, SD=0.96).

Table 4.6: Lateness

Statements	Min	Max	Mean	Std. D
I feel uneasy when I am late to work.	1.00	5.00	3.93	1.03
I am upset when a colleague is late to work or a meeting.	1.00	5.00	3.82	0.98
It is disrespectful to others for me to be late to work.	1.00	5.00	3.67	0.96

Source: Field survey (2024).

4.6 Absenteeism

Table 4.7 presents results on absenteeism, and the survey shows that, from the table, the majority (M=4.27, SD=1.01) of the employees take leave with prior permission, and the majority (M=3.98, SD=1.05) of the employees feel uncomfortable when absent themselves from work. The majority of employees are aware of the effect of absence from work (M=4.11, SD=0.78), and most of the employees encourage colleagues to be punctual at work (M=4.04, SD=1.00).

Table 4.7: Absenteeism

Statements	Min	Max	Mean	Std. D
I take leave with prior permission.	1.00	5.00	4.27	1.01
I feel uncomfortable when I absent from work.	1.00	5.00	3.98	1.05
I am aware of the effects of my absence at work.	2.00	5.00	4.11	0.78
I encourage my co-workers to be punctual at work.	1.00	5.00	4.04	1.00

Source: Field survey (2024).

4.7 Cause (factors) of Employee Attitudes

Table 4.8 presents dispositional/personality trait causes. The study shows that the majority (M=3.89, SD=0.97) of the employees have a wide range of interest and fascination with novelty and open to new experiences (Openness), the majority (M=4.02, SD=0.84) of

the employees desire to complete tasks to their utmost ability and are attentive to details (Conscientiousness), a number of the employees are assertive, sociable and a risk-taker (Extraversion) (M=3.79, SD=0.87), most of the employees are co-operative, kind and considerate to others (agreeableness) (M=3.88, SD=0.83) and lastly, most of the employees can deal with stress and maintaining calmness under pressure (Neuroticism) (M=3.84, SD=0.94).

Table 4.8: Dispositional/Personality Trait Causes

Statements	Min	Max	Mean	Std. D
I have a wide range of interests and a fascination with novelty and open to new experiences (Openness).	1.00	5.00	3.89	0.97
I have the desire to perform a task to my utmost ability and attentive to details (Conscientiousness).	2.00	5.00	4.02	0.84
I am assertive, sociable and a risk-taker (Extraversion).	2.00	5.00	3.79	0.87
I am cooperative, kind and considerate for others (Agreeableness).	2.00	5.00	3.88	0.83
I can deal with stress and keep calm under pressure (Neuroticism).	1.00	5.00	3.84	0.94

Source: Field survey (2024).

4.8 Cultural Causes

Table 4.9 presents cultural causes of change in employee attitude. The study shows that more than half of employees rely heavily on their work groups and take group initiative in making decisions, resolving problems and engaging in productive activities (M=3.75, SD=0.85). Most employees influence and affect their workplace through their ideas and involvement (M=3.97, SD=0.66). Most of the employees believe individuals should sacrifice self-interest for the group/department (M=3.79, SD=0.95). An average of the employees are comfortable with change irrespective of whether it is explained or not (M=3.25, SD=1.06), and most of the employees are aware of the institution's objectives and priorities (M=3.98, SD=0.93).

Table 4.9: Cultural Causes

Statements	Min	Max	Mean	Std. D
I rely heavily on my work and take group drive in making decisions, solving problems and meshing in productive activity.	2.00	5.00	3.75	0.85
I change and affect my workplace through my ideas and Involvement.	2.00	5.00	3.97	0.66
I believe that individuals should relinquish self-interest for the group department in which they find themselves.	1.00	5.00	3.79	0.95
I am comfortable with change, regardless of whether it is explained to me.	1.00	5.00	3.25	1.06
I am aware of the institution's objectives and priorities.	1.00	5.00	3.98	0.93

Source: Field survey (2024).

4.9 Intrinsic Job Factors

Table 4.10 presents the results on intrinsic job factors that influence employee attitude. The study explains that more than half of the employees are provided with interesting tasks and the opportunity to be responsible and answerable for results (M=3.65, SD=1.01). Half of the employees agree that the institution provides them with training opportunities for learning and personal growth (M=3.36, SD=1.01). Lastly, half of the employees agree that promotion in the institution is done fairly and purely based on abilities and experience (M=3.20, SD=1.16).

Table 4.10: Intrinsic Job Factors

Statements	Min	Max	Mean	Std. D
My employer provides me with interesting tasks and the chance to be responsible and answerable for results.	1.00	5.00	3.65	1.01
My institution provides me with training opportunities for learning and personal growth.	1.00	5.00	3.36	1.01
Promotion in my institution is done fairly and purely based on abilities and experience.	1.00	5.00	3.20	1.16

Source: Field survey (2024).

4.10 Organisational Factors/Hygiene Factors

Table 4.11 presents organizational factors/hygiene factors. Results from the table indicate that an average of the employees agree that STU's policy and administration procedures correspond with their values (M=3.34, SD=0.99), the majority of employees have developed friendly and professional relationships with their colleagues (M=3.74, SD=0.89) and lastly, an average of the employees' working conditions and materials are suitable (M=3.40, SD=0.97).

Table 4.11: Organisational Factors/Hygiene Factors

Statements	Min	Max	Mean	Std. D
STU's policy and administration procedures agree with my values.	1.00	5.00	3.34	0.99
There exists a friendly and professional relationship among my colleagues.	1.00	5.00	3.74	0.89
My working conditions and materials are suitable.	1.00	5.00	3.40	0.97

Source: Field survey (2024).

4.11 Employee Productivity

Table 4.12 presents employee productivity. From the study, the majority (M=3.93, SD=1.06) of the employees contribute to productivity due to their commitment levels, most of the employees are involved in work-related activities that lead to productivity (M=4.08, SD=0.87), and the majority of the employees' satisfaction from work motivates them to contribute to productivity (M=3.56, SD=1.07). More so, the majority of employees at STU are aware that absenteeism and lateness negatively affect productivity (M=4.05, SD=1.01). Lastly, the majority of the employees are aware of the negative effects of theft on productivity (M=4.26, SD=0.90).

Table 4.12: Employee Productivity

Statements	Min	Max	Mean	Std. D
I add to productivity due to my commitment level.	1.00	5.00	3.93	1.06
My involvement in work-related activities points to productivity.	2.00	5.00	4.08	0.87
The satisfaction I get from my work drives me to contribute to productivity.	1.00	5.00	3.56	1.07
Employees at STU are aware that absenteeism and lateness negatively affect productivity.	1.00	5.00	4.05	1.01
I am aware of the negative effects of deprivation on productivity.	1.00	5.00	4.26	0.90

Source: Field survey (2024).

4.12 Correlations Results

Table 4.13 presents the correlation results of the study. The study found that employee involvement and engagement have a very weak positive and insignificant ($R = 0.073$, $P\text{-value} = 0.440 > 0.05$) association with employee productivity. Also, organizational commitment has a weak positive and significant ($R = 0.453$, $P\text{-value} = 0.000 < 0.05$) association with employee productivity.

Table 4.13: Correlations Results

	A	B	C	D	E	F	G	H	I	J
A	1									
B	0.253** (0.008)	1								
C	0.102 (0.305)	0.499** (0.000)	1							
D	0.299** (0.001)	0.618** (0.000)	0.403** (0.000)	1						
E	0.262** (0.006)	0.684** (0.000)	0.501** (0.000)	0.649** (0.000)	1					
F	0.439** (0.000)	0.544** (0.000)	0.523** (0.000)	0.610** (0.000)	0.546** (0.000)	1				
G	0.262** (0.005)	0.576** (0.000)	0.712** (0.000)	0.459** (0.000)	0.620** (0.000)	0.696** (0.000)	1			
H	0.300** (0.001)	0.639** (0.000)	0.654** (0.000)	0.588** (0.000)	0.571** (0.000)	0.697** (0.000)	0.597** (0.000)	1		
I	0.194* (0.041)	0.389** (0.000)	0.812** (0.000)	0.416** (0.000)	0.574** (0.000)	0.588** (0.000)	0.642** (0.000)	0.657** (0.000)	1	
J	0.073 (0.440)	0.453** (0.000)	0.518** (0.000)	0.711** (0.000)	0.568** (0.000)	0.568** (0.000)	0.447** (0.000)	0.528** (0.000)	0.575** (0.000)	1

** . Correlation is very significant, positioned at the 0.01 level (2-tailed).

* . Correlation is very significant at the 0.05 level (2-tailed).

A = Employee Involvement and Engagement; B = Organisational Commitment; C = Job Satisfaction; D = Dispositional/Personality Trait causes; E = Cultural causes; F = Intrinsic Job Factors; G = Organisational Factors; H = Lateness; I = Absenteeism; J = Employee Productivity.

Moreover, the study found that job satisfaction has a strong positive and significant ($R = 0.518$, $P\text{-value} = 0.000 < 0.05$) association with employee productivity. More so, dispositional/personality trait causes have a very strong positive and significant ($R = 0.711$, $P\text{-value} = 0.000 < 0.05$) association with employee productivity. Similarly, cultural causes have a strong positive and significant ($R = 0.568$, $P\text{-value} = 0.000 < 0.05$) association with employee productivity.

Relatedly, intrinsic job factors have a strong positive and significant ($R = 0.568$, $P\text{-value} = 0.000 < 0.05$) association with employee productivity. Moving on, organisational factors have a weak positive and significant ($R = 0.447$, $P\text{-value} = 0.000 < 0.05$) association with employee productivity. In addition, lateness has a strong positive and significant ($R = 0.528$, $P\text{-value} = 0.000 < 0.05$) association with employee productivity and lastly, absenteeism has a strong positive and significant ($R = 0.575$, $P\text{-value} = 0.000 < 0.05$) association with employee productivity.

4.13 Regression Results

Table 4.14 presents the regression results of the study. The study found that the model employed in the study was fit ($F\text{-Statistics} = 11.186$, $P\text{-value} = 0.000 < 0.05$). The model fitness implies that the independent variables (Employee Involvement Engagement, Organisational Commitment, Job Satisfaction, Dispositional Personality causes, Cultural causes, Intrinsic Job Factors, Organisational factors, Lateness and Absenteeism) significantly influence the dependent variable (employee productivity). The model further shows that the variance in the model $R\text{-Square} = 0.570$ (57%) is added by the independent variables. The study found that employee involvement and engagement have a significant effect on employee productivity ($B = -0.260$, $P\text{-value} = 0.013 < 0.05$). Also, Job satisfaction has a significant effect on employee productivity ($B = 0.273$, $P\text{-value} = 0.030 < 0.05$). Moreover, lateness has a significant effect on employee productivity ($B = 0.347$, $P\text{-value} = 0.031 < 0.05$). More so, absenteeism has a significant effect on employee productivity ($B = 0.654$, $P\text{-value} = 0.000 < 0.05$).

However, the study also discovered that organisational commitment has an insignificant effect on employee productivity ($B = -0.132$, $P\text{-value} = 0.170 > 0.05$). Also, dispositional personality causes have an insignificant effect on employee productivity ($B = 0.155$, $P\text{-value} = 0.200 > 0.05$). Similarly, cultural causes have an insignificant effect on employee productivity ($B = 0.046$, $P\text{-value} = 0.710 > 0.05$). Relatedly, intrinsic job factors have an insignificant effect on employee productivity ($B = -0.101$, $P\text{-value} = 0.574 > 0.05$) and lastly, organizational factors have an insignificant effect on employee productivity ($B = 0.147$, $P\text{-value} = 0.506 > 0.05$).

Table 4.14: Regression Results

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.581	2.381		1.084	0.282
Employee Involvement Engagement	-0.260	0.102	-0.219	-2.554	0.013
Organisational Commitment	-0.132	0.095	-0.151	-1.385	0.170
Job Satisfaction	0.273	0.123	0.253	2.215	0.030
Dispositional Personality Causes	0.155	0.120	0.132	1.294	0.200
Cultural Causes	0.046	0.123	0.041	0.373	0.710
Intrinsic Job Factors	-0.101	0.179	-0.059	-0.565	0.574
Organisational Factors	0.147	0.220	0.083	0.668	0.506
Lateness	0.347	0.158	0.200	2.200	0.031
Absenteeism	0.654	0.150	0.482	4.370	0.000
Model Fitness					
R			0.755		
R Square			0.570		
Adjusted R Square			0.519		
Df			9		
F-Statistics			11.186		
P-Value			0.000		

a. Dependent Variable: Employee Productivity

5. Conclusions and Recommendations

5.1. Employee Behaviour/ Attitude at the Workplace

The study found that most supervisors ask for employees' opinions in decision-making but do not involve employees in the planning and implementation process when addressing changes within the organization. Also, few employees are trained to allow them to partake fully in planning and implementation processes. In contrast, an average of the employees are greatly involved in the affairs of the institution because their pay is affected by the level of the overall performance of the organization, and employee get access to the information needed to complete their work. The research identified that half of the employees are willing to sacrifice to help the institution; employees have to be loyal to their institution, and STU deserves their loyalty. It was not surprising to know that most of the employees do not force themselves to go to work; hence employees' hard work contributes to the institutions' success.

The study further revealed that half of the employees consider their jobs to be pleasant; employees feel fairly satisfied with their jobs, but employees are not satisfied with their monitoring rewards. Moreover, employees are proud to work at STU and are personally attached to their work. The study again found that employees feel uncomfortable when someone steals from the institution, hence encouraging colleagues not to take something without permission and most of the employees are aware of the effect of stealing from the institution. Similarly, employees report someone who steals

from the institution, and the institution has punitive measures for theft, of which employees are aware.

The study revealed that more than half of the employees seem uncomfortable when late to work and get upset when colleagues are late to work or meeting, and employees' work-related it is disrespectful to colleagues when late to work. The study uncovered that employees who take leave with prior permission feel uncomfortable after absenting themselves from work because employees are aware of the effect of being absent from work and the employees encourage colleagues to be punctual at work.

5.2. Cause (factors) of Employee Attitudes

The study revealed that employees have a wide range of interest and fascination with novelty and are open to new experiences (Openness), desire to complete tasks to their utmost ability and are attentive to details (Consciousness), assertive, sociable, and risk-taker (Extraversion), co-operative, kind and considerable to other (agreeableness) and employees are able to deal with stress and maintaining calmness under pressure (Neuroticism). The study discovered that more than half of the employees rely heavily on their work groups and take group initiative in making decisions, solving problems and engaging in fruitful actions. Workers influence and affect their workplace through their ideas and involvement, employees' belief that individuals should sacrifice self-interest for the group/department, employees are comfortable with change irrespective of whether it is explained or not, and employees are informed of the institution's objectives and priorities.

The study shows that more than half of the employees are given exciting assignments and the chance to be responsible and answerable for results. The institution presents them with training chances for learning and personal growth and promotion, which is done fairly and purely based on abilities and experience. The study discovered that an average of the employees agree that STU's policy and administration procedures correspond with their values which has encouraged employees to develop a friendly and professional relationship with their colleagues and employees' working conditions and materials are suitable.

5.3. Employee Productivity

Also, the study revealed that employees contribute to productivity due to their commitment levels. Most of the employees are involved in work-related activities that drive productivity and effectiveness, including workers' satisfaction with work motivates them to contribute to productivity. Moreover, employees at STU are aware that absenteeism and lateness negatively affect productivity. Lastly, employees are aware of the negative effects of theft on productivity.

5.4. Effect of Employee Attitude on Job Performance

The study found that employee involvement and engagement have a very weak positive and insignificant association with employee productivity. Also, organizational commitment has a weak positive and significant association with employee productivity. Moreover, the study found that job satisfaction has a strong positive and significant association with employee productivity. More so, dispositional/personality trait causes have a very strong positive and significant association with employee productivity. Similarly, cultural causes have a strong positive and significant association with employee productivity. Relatedly, intrinsic job factors have a strong positive and significant association with employee productivity. Moving on, organizational factors have a weak positive and significant association with employee productivity. In addition, lateness has a strong positive and significant association with employee productivity, and absenteeism has a strong positive and significant association with employee efficiency. The study concluded that positive employee attitudes have a significant positive effect on productivity.

5.5. Recommendations

In every institution or organisation, employees are the bloodlines that ensure that the institution achieves its goals and objectives. Experts in the area of organisational development studies have, over time, emphasised that employees make up an organisation and not the physical edifice. They further argue that the involvement of employees in every step and activity of the organisation or institution leads to success because when employees make their own decisions, they work against their failure rather than when the decision is forced on them. In light of this, the study recommends that institutions and top inside institutions (STU) should include employees in every structural and institutional change that is to be considered in the coming years. This, emphasised by organisational development experts, creates the environment for employees to be committed to achieving set goals and objectives.

Moreover, the study recommends that STU should put measures in place to ensure that employees receive the incentives they deserve to help keep employees. The tendency of management to offer employees the incentives and rewards they deserve increases their commitment and loyalty towards the institution. Employee commitment and loyalty are valuable assets that every organisation or institution demands from its employees.

Lastly, not being afraid of novelty is a key attribute for employees who intend to explore more and grow as workers. Employees who are in this category are gifts to institutions because they are open-minded and can learn easily to contribute meaningfully to the growth and development of the institution.

Creating a learning environment leads to innovativeness and innovativeness fuels growth and development (D'souza & Poojary, 2018). It is, therefore, imperative for institutions to create an institutional environment that will help employees to explore more to enhance their skills.

Conflict of Interest Statement

We (the authors) declare that there are no conflicts of interest related to the research, authorship, or publication of this article titled "Employee Attitude on Job Performance: Assessing Its Upshots in a Selected Technical University in Ghana." The research was conducted independently, and no financial or personal relationships influenced the outcomes or interpretations presented in the study.

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