**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**


**COLLEGE OF ART AND SOCIAL SCIENCES**


**SCHOOL OF BUSINESS, KNUST**


Assessing the impact of workers attitude to productivity in some selected organizations in Ejisu Juaben Municipality

by

Abena Dwomo Amofa (Mrs.) B. Ed Social Studies (Hons)


Abena Dwomo Amofa (Mrs.)


June, 2013
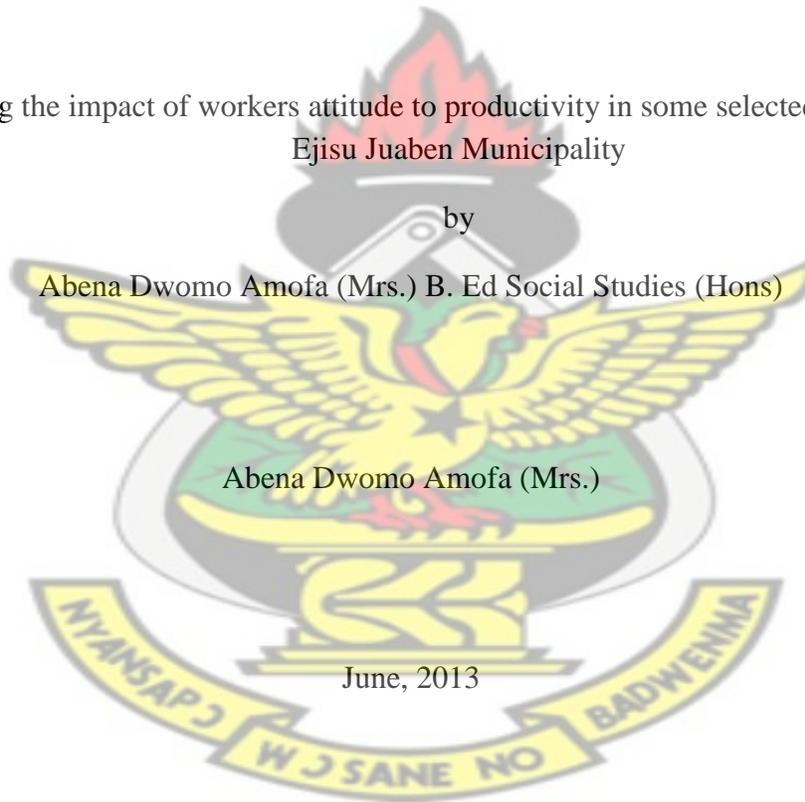
DECLARATION

I, Amofa Abena Dwomo (Mrs.), the author of this study, hereby declare that except for the references to other people's work, which I have duly acknowledged, the work presented here was carried out by me, a student of KNUST, School of Business, under the supervision of Ms. Hannah Vivian Osei.

I also declare that this work has never been submitted partially or wholly to any institution for award of a certificate.

_____                    _____

Abena Amofa Dwomo                                   **Date**

  **(PG 5743211)**


_____                    _____

Ms. Hannah Vivian Osei                              **Date**

  **(Supervisor)**


Certified by:


_____                    _____

Mr. J.K. Turkson                                    **Date**

**(Head of Department)**

KNUST

# DEDICATION

This dissertation is dedicated to the Almighty God for His grace, provision, and protection and for seeing me through this project; through him all things are possible.

To my beloved husband Mr. Kwabena Amofa and my wonderful kids Kwadwo, Nana, Nhyira, Bohye and Nkunim for the countless moral support you gave me throughout this project.

# ACKNOWLEDGEMENT

To the most High God who ordained this path for me before I even knew about it and made it possible for me to undertake this journey. Thank you Lord for the strength, wisdom, grace and every provision I needed to make this dream a reality.

A special thanks to my supervisor, Ms. Hannah Vivian Osei for her guidance, insight and encouragement in the writing and compiling this thesis. Your invaluable support and patience throughout this journey is appreciated from the bottom of my heart.

I thank the lecturing staff of the School of Business of Kwame Nkrumah University of Science and Technology (Managerial Science Department), whose tutelage over the two years provided me with the necessary background skills to undertake and complete this study.

To my colleagues without whose interest and co-operation I could not have produced this study. I wish to thank them for supporting this initiative and affording me their time and sharing their experiences.

Finally my sincere gratitude to my family, friends and colleagues for all the support, encouragement and believing in me.

# ABSTRACT

Workers attitude has been found to be very important in determining organizational productivity. Knowing workers attitudes will enable organizations to know how to motivate workers to work more productively and reduce deviant behaviours. The primary purpose of this study is to assess why employee exhibit different attitude at different times and its impact on productivity. This study was conducted in four selected public and private institutions in Ejisu Juaben Municipality. The objectives for this study were divided into general and specific objectives. The general objective was to assess the level of organizational deviance while the specific objectives were what HR factors contribute to workers' attitude (deviance) and to assess how workers attitude (deviance) affects productivity at the workplace. Sample random sampling was used as a sampling technique for the study. In all three hundred and fifty nine (359) were number of workers in the four organizations. Out of the number 102 workers were randomly sampled for the study. Data for this study was collected from both primary and secondary source. Primary data was collected from the field survey using closed ended questionnaires administered by the researcher herself while secondary data was collected through desk studies including libraries and internet exploration. Quantitative method was used for the data analysis. Descriptive and inferential statistics were calculated. The findings indicated that there were highly significance relationship between attitude (deviance) and productivity with a statistical significance of 0.002. The result s of the finding suggested that employee attitude (deviance) have an adverse effect on productivity of an organization. It was therefore recommended that for an employee to work hard to increase organizational productivity, both monetary and non monetary forms of motivation should be adopted as a strategy to boost their morals to increase productivity. Monetary motivation includes fair wages/salaries, incentives, rewards, bonuses etc whiles non-monetary motivation include appreciation and recognition, delegation and authority, workers participation extending of health care to family members training and innovation. In conclusion it can be said that workers' attitude may have both positive and negative effect on productivity.

**Table of content**

**Content**                                                                    **Page**

**Chapter Two: Literature Review**

**Chapter Three: Methodology And Organizational Profile**

**Chapter Four: Data Presentation, Analysis And Discussions**

Municipality.

**Chapter Five: Summary, Conclusion and Recommendations**

KNUST

**List of Tables**

10

KNUST

**List of Figures**

KNUST

**CHAPTER ONE**

**INTRODUCTION**

## 1.1 Background to the Study

Work is defined as the use of both physical and mental effort directed towards the accomplishment of task. Work is very important in human life that one cannot do away with. In otherwise work is carried out by a worker employed by an employer with a pay.

Workers are very important in organizations in that they help organizations in achieving their goals and objectives. Workers try to find satisfaction in what they do and as a result the employer should be able to understand the problems faced by his workers and find a way of satisfying their needs and aspiration.

However, employees have attitudes about many aspects of their jobs, their careers, and their organisations. According to Jackson (2002) the most focal employee attitude is job satisfaction. The attitude of workers is dependent on their level of satisfaction or dissatisfaction of work. That is whether an employee is satisfied or dissatisfied on the job will be determined by the attitude that he/she exhibits. Job satisfaction plays an enormous role in determining the attitudes of employees (Robbin & Judge, 2007). A worker's attitude is defined as a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. In other words worker's attitude is one belief or feeling that he has towards an event. Workers attitudes towards work is influenced by factors such as poor/ineffective motivational packages, the environment, poor attitudes of employers to employees, poor coordination between employers and employees just to mention a few. According to Jaeger and Kanungo (1990), employers have been patronizing attitudes towards their employees, criticizing them openly, maintain a certain psychological and physical distance from them, and use a legal, rigid and coercive style of management. A worker who finds himself in such organizations or

environments is often de-motivated and therefore decides not to give in his best towards the achievement of the organizational goals and objective.

From the above, it can be deduced that workers attitudes are intrinsically linked to productivity. This means that if workers attitude is a negative one so is their ability to produce negative results. Moseng and Rolstadas (2001) define productivity as 'the ability to satisfy the markets need for goods and services with a minimum of total resource consumption'.   To promote positive attitude of workers, motivation has been generally accepted as a tool for improving the performance of workers and thereby increasing productivity. The general assumption is that a well motivated worker will give in his or her best towards the attainment of organizational goals. Consequently, when a worker is motivated, the question of poor performance and inefficiency will be a forgotten issue in an organization (Steers and Porter, 2000; Caldwell, 2001; Christensen, 2002). This agrees with the works of Ajila and Abiola (2007) which showed that workers who received incentives performed better than those who did not receive.

The importance of employee motivation as a factor of productivity can therefore not be overlooked.  It is generally agreed that the more accurately managers can answer the question of what motivates their employees, the more effective they will be at shaping workers attitudes, maximizing productivity, enhancing productivity, enhancing performance and advancing the notion of organizational accountability (Chernis and Kane, 2004).

In Ghanaian the level of productivity in the public and private organizations is even more visible and usually evident from the kind of attitudes workers exhibit. The most common and popular measure of productivity in Ghana is labour productivity which has remained the center of interest on productivity measures (BoG, 2007). Negative attitudes to work place in Ghana manifest itself

in the form of chronic lateness to work, early leaving, sexual harassments at work place, using working hours for personal gains, just to mention a few. Thus, this study is designed to carry out an investigation into the impact of these attitudes on productivity.

## 1.2 Statement of the Problem

Declining productivity in Ghana has become a persistent concern of economic and business analyst over the past years (Fisk, 2003; Balk, 2003). Attitude exhibited by workers in an organization has influence on the level of productivity. Workers attitude towards work more especially at the public sector in Ghana is not encouraging as compared to that of the private sectors. Workers at the pubic organizations consider public sectors as nobody's work and therefore tend to exhibit negative attitudes at work place which includes chronic lateness to work, early leaving, sexual harassments at work place, using working hours for personal gains, constant complaining among others.

In order to increase productivity, many of the private sectors have instituted incentive programs such as bonuses, sponsorships, free medical care etc which tend to influence workers attitude towards work. Many of the motivational tools used in private industry are not available to workers who work in the public sector. Employees working in the private sectors at times have the opportunity to negotiate pay with their employers while in the public sector such opportunity is absent.  This has resulted in different attitudes exhibited by workers at the public and private organizations thereby making productivity varies at these organizations-hence the study.

Government in Ghana over the years has made tremendous attempt to encourage positive attitudes and increase productivity at work place through motivational (wages and salaries increment) packages. For example, in 2002, the lowest and highest real wages was increased by

11.6 percent and 12.9 percent respectively. In 2003, there was an increase of 13.4 percent and 11.7 percent respectively. Then in 2004, real wage rates climbed even higher by 22.5 percent and 34.9 percent respectively. The year 2005 was the best year for real wages as they rose by more than 28 percent respectively (BoG, 2007). The recent increase in pay at the public sector (Single Spine Salary Structure, SSSS) is one of the motivational and incentive packages with the main aim of instilling positive attitudes in workers to perform better. This strategy (SSSS) has made a less impact in driving workers to exhibit a positive attitude to work and thus little effect on productivity. The understanding from the Ghanaian perspective is that increasing pay of workers is the ultimate goal of changing negative attitudes and increasing productivity- this is just a minute of the situation (Jaeger & Kanungo, 1990; Goodings, 2005). Thus becomes academic and policy research.

However, research on workers attitudes and productivity in Ghana has overly concentrated on using monetary motivation as sole machinery to instill positive attitudes in workers at the neglect of other non-monetary motivations (Goodings, 2005; BoG, 2007). The effects of workers attitudes on productivity have only been treated as a subsidiary issue in a few researches. The lack of specific in-depth studies on the above issue is regrettable since such studies can inform alternative strategies and practices to shape the attitudes of workers. To close this gap; this research work is to delve into workers attitude that reduces productivity and how effective motivation packages (monetary and non-monetary) could help address this alarming situation.

### 1.3 Research Objectives

The research objectives are divided into two. These are the general and specific objectives. The main aim of the research is to identify the impact of workers attitudes on productivity in the

selected public and private companies. Specifically, the study seeks to achieve the following general and specific objectives in the selected organizations:

### 1.3.1 General Objective

1. The general objective of the research is to assess the level of organizational deviance.

### 1.3.2 Specific Objectives

1. What HR factors contribute to workers' attitudes (deviance).

2. To assess how workers attitudes (deviance) affect productivity at the workplace.

3. To identify and assess how motivation could be used to improve workers performance.

### 1.4 Research Questions

1. What kinds of organizational deviance are exhibited by workers in your organizations?
2. What HR factors contribute to workers' attitude (deviance) in your workplace?
3. How do workers' attitude (deviance) affect productivity in your work place?
4. How can motivation be used to improve workers performance in your work place?

### 1.5 Scope of the study

The study focuses on the level of workers attitudes in both public and public organizations in Ejisu Juaben Municipal Assembly. Here, the study focuses on Ejisu Juaben Municipal Assembly and Ghana Education Service as a public institution and Amponsah-Efah Pharmaceutical Limited and ASPEE Pharmaceutical Limited as private institutions. Contextually, the study

focuses on the effects of workers attitudes on productivity, factors that contributes to these attitudes (deviance) of workers, motivational/incentive packages available to workers to promote workers performance.

## 1.6  Justification of the Study

Attitudes of workers have been seen as a factor in determining the extent to which an organization/company could achieve its stated goal or objective(s). It has been realized that workers attitudes towards work have large impact on productivity. A negative attitude (deviance) affects job productivity in a negative way whiles a positive attitude affects job productivity in a positive way. Thus, any study that seeks to develop strategies or assess the effectiveness of an existing strategy to promote positive attitude at work place and to increase productivity is definitely justifiable.

Moreover, research on the effects of workers attitudes on productivity and the use of non-monetary motivation to improve workers performance is minimal. As such this study is particularly important since it will provide extensive information on the forms of negative behaviours workers exhibit at work place that affects productivity. More importantly, findings from the study will also provide information that will help government/managers at both the public and private institutions to attached equally importance on the need to use non-monetary motivation to address the negative attitudes of workers.

The study will also serve as a source of data for researchers who may want to research on workers performance. It will provide data for students and academics on the kind of attitudes exhibited in public and private institutions in Ejisu Juaben Municipal. Other researchers can

build upon the findings of the research. Again, the research can serve as a source of reference for academics in the same area.

Finally, the recommendations of the study can be adopted to improve workers performance. Policy makers and decision-makers can use the study findings and recommendations as an empirical justification for their decisions.

## 1.7 Research Methodology

Trying to examine the effects of workers attitude on productivity, quantitative method of research will be used. The study will adopt the case study approach as a research design. A case study will be used because it typically describes a program or intervention put in place to address a particular problem (Naele, et al, 2006). The use of case study has generated critical opprobrium from "conventional wisdom" that holds that case studies provide no ground for establishing generality of findings (Soy, 1997). However, findings from this study conducted will be supported by literature to make it workable and reliable for generalization-this is the basis for the literature review. Another criticism is that case studies lack rigour (Naele, et al, 2006), that is, they are unscientific and bias in findings. However this study will rely on scientific processes for data collection and analysis.

Simple random sampling method will be used. Close ended questionnaires will be design and used to collect data. Primary and secondary source of data will be collected for the purpose of this study. Secondary data will be collected through desk studies and internet exploration. Here libraries and the internet will be visited to collect secondary data relevant to this study. Primary data will be collected through a field survey. Finally, data from the field will be analyzed using Statistical Package for Social Scientists (SPSS).

## 1.8 Organization of the study

The study will be organized into five chapters. Chapter one will capture the introduction of the study, which is made up of the background to the study, statement of the problem, research objectives, research questions, scope of the study, justification of the study, and organization of the report. Chapter two will review related literature and defines some key terms on workers attitude, productivity and organization deviant behaviour. Issues to be considered will include the type of attitudes exhibited at work places in Ghana. Moreover, issues on the concept of motivation, attitudes, productivity and the relationship between them will be captured under the chapter.

Chapter three will present the research approach and methodology. It will describe the research design, data requirements and sources, population and sampling techniques and data collection techniques employed in carrying out the study. The contextual profile of the study institutions will also fall under chapter three.

Chapter four will look at the analysis of the data collected from the field. It will present the data from the field and give meanings to them. It will state the major findings of study.  Chapter five will be based on the findings from chapter four to make appropriate recommendations which will help to reduce negative attitudes to work and improve workers performance. The Chapter ends with a conclusion to the entire study.

KNUST

**CHAPTER TWO**

**LITERATURE REVIEW**

## 2.1 Introduction

In the previous chapter, the general overview of the issues concerning the study was brought to bear. To support the issues already outlined in chapter one, it is important to present the issues in the light of existing literature or secondary data. Chapter two seeks to review literature on issues

concerning workers attitudes on productivity.  Issues on productivity, performance, factors that influence productivity and workers attitudes, and motivation as a tool to improve workers performance have been reviewed in this chapter.

## 2.2 Definitions of Key Concepts

### 2.2.1 A Worker/Employee

An employee is an individual who has been hired by an employer to do a specific job. In the other words, an employee is an individual who has agreed to work for an employer in an organization for some form of pay. This includes wages, salary, commission, reward etc.

 A worker is a member of an organization who uses knowledge to be more productive (Stuhlman 2006). From Stuhlman (2006) definition, it can be deduced that a worker is an individual who uses his knowledge to help an organization to achieve its stated goals.  Stylusinc (2006) on the other hand was of the view that a worker is a person who has been schooled to use knowledge, theory, and concept, rather than physical force or manual skill to help achieve an organizational goal

From the above, a worker could be defined as someone who has the necessary skills or knowledge and has agreed to work for an employer/manager of an organization and to help the organization achieve its stated goals and objectives under a conducive working environment. This implies that, a worker is very important machinery that an organization cannot do away with.

### 2.2.2 Workers/Employees Attitudes in Organizations

A worker's attitude is defined as one's feelings, behaviour and beliefs towards an events or individual as well. According to Robbin &Judge (2007) workers attitudes towards work is influenced by such factors like poor motivational packages, the working condition, poor attitudes of employers towards employees, poor relationship between employers and employees just to mention a few.

Workers attitude is a behavior demonstrated by workers/employees in an organization which affect their performances and invariably affect productivity also. These behaviours include chronic lateness to work, early leaving, sexual harassments at work place, skipping work, using working hours for personal gains, constant complaining just to mention a few. An attitude could be a positive or a negative one. Positive attitude promotes employees' performances and productivity while negative attitude discourages employees' performances and decrease productivity.

### 2.2.3 Organizational Behaviour (Deviance)

Organizational deviant behavior is described as voluntary employee behavior that violates significant organizational norms and in doing so threatens the well-being of an organization, its members or both (Robinson & Bennett, 1995).
From the above definition organizational deviant behaviours could be defined as behaviours that violate important organizational norms. These behaviours can harm the organization as well as its members thus, causing large costs for organizations.

### 2.2.4 The Concept of Productivity

Productivity means how much and how well we produce from the resources used. If we produce more or better goods from the same resources, we increase productivity. Or if we produce the

same goods from lesser resources, we also increase productivity. By "resources", we mean all human and physical resources, i.e. the people who produce the goods or provide the services, and the assets with which the people can produce the goods or provide the services ((Bernolak, 1997).

Productivity is what man can accomplish with material, capital and technology. Productivity is mainly an issue of personal manner. It is an attitude that we must continuously improve ourselves and the things around us(Japan Productivity Centre, 1958 (from Bjorkman, 1991)).

According to Hill (1993) productivity is defined as the ratio of what is produced to what is required to produce it. Productivity measures the relationship between output such as goods and services produced, and inputs that include labour, capital, material and other resources.

From the definitions given above, productivity could be defined as measuring how well an organization/firm uses its inputs (labour, materials, machines etc.) to produce goods and services. It is all about assessing the effectiveness, and efficiency of an organization with a given amount of resources.

## 2.3. HR Factors that influence Workers Attitudes to work.

Lee et al, (2001) proposed that a major factor that influence workers attitude to work is the depth and breadth of interpersonal relationships developed through contextual performance behaviors. Mossholder (2005) also showed evidence that, workers with fewer interpersonal ties were more likely to quit. Hence, contextual performance promotes the formal and informal connections that reduce an employee's likelihood of quitting.

Employees' negativity manifests itself in low morale and poor job satisfaction. Employees who have negative attitudes about the workplace or about their individual jobs can affect attitudes of other workers and create a toxic work environment. Key elements for motivating negative employees include understanding the cause of employees' poor attitudes and demonstrating your commitment to building an environment that fosters positive attitudes and employee engagement.

According to Erin Schreiner bad attitudes that grow in the work place can be a cancer of sorts, spreading among employees and transforming a happy workplace into one of excessive chagrin. Instead of accepting the presence of some negative personalities within ones workplace and telling himself that nothing can be done to overcome these attitudes, keep the likely causes of this unhappiness in mind and, in doing so, prepare yourself to better combat the potentially productivity-killing poor attitudes within the organization.

### 2.3.1 Compensation

Compensation refers to monetary rewards that an employee receives from his employer in exchange for work performed. It is usually in a form of base wage/salary, bonuses, and other benefits. According to Parker and Wright (2000) a fair wage is the cornerstone of the contractual and implied agreement between employees and employers, the underlying assumption being that money can influence behavior. Where employee felt that the pay that he receives do not commensurate with the work that he performs, he tend to exhibit a negative attitude to work which may include absenteeism, habitual lateness, leaving the work premises early, using working hours for his personal gain etc which affect his work performance and invariably affect the organization as a whole. An employee who receives fair wage/salary that can support himself as well as his other commitments becomes motivated in the work that he does and thereby

25

working hard to improve his work performance. According to Erasmus, van Wyk and Schenk (2001) pay "is what an employee gets against his work after fulfilling his duty, include all type of financial and non financial rewards". From the discussion when an employee is paid well and also receives other incentives such as bonuses, sponsorship etc from the organization, he tends to put in much of their effort to work hard to enhance his work performance. On the other hand if an employee felt that he is not fairly paid and also do not enjoy certain basic incentives such as bonuses, free medical care etc, he may exhibit a negative attitudes which affect his performances.

**2.3.2 Training and Career Development**.

Training and development are very important to an employee in that it improves employee's skills and knowledge on the jobs. An employee who is well trained especially on the job sharpens his skill which enhances his job performance which invariably improves the organization performance as a whole. According to (Goldstein 1991) training is considered a form of human capital investment whether that investment is made by the individual or by the firm. When an employee is engaged by an employer, it is necessary for him to be trained to enhance his job skills. Training provides an employee with specific skills to perform his work efficiently and effectively to improve his work performance. Employees are expected to acquire new skills and knowledge and apply them on the job, and share them with other employees (Noe 1999). Training provides employees with specific skills or helps to correct deficiencies in their performances while development is an effort to provide employees with abilities the organization needs in future (Gomez-Mejia; Balkin and Cardy 1995). An employee needs to improve on his abilities to enable him perform well in the organization. Skills development includes improving

basic literacy, technological know-how, interpersonal communication or problem solving abilities.

An employee wants good training opportunities to increase his marketability. In a situation where an employee felt that he is not receiving training to become marketable and also to perform well on the job from his employer, he may exhibit negative attitudes such as skipping from work, absenting himself and may even decide to leave the organization which will affect the organization performance and vice versa.

### 2.3.3 Leadership style

Leadership is the ability of a person to inspire other people to perform well to achieve a set goals and objective in an organization. A leader is a person who is able to influence others to perform a given task. Leadership is defined as the behavior of an individual that results in non-coercive influence when that person is directing and coordinating the activities of a group towards accomplishment of a shared goal (Bryman 1992). According to Risher and Stopper 2002, leadership is conceptualized in terms of four tasks that need to be accomplished in any organization, providing direction, assuring alignment, building commitment and facing adaptive challenge. Effective leadership helps an employee to work hard to improve his performance in an organization thereby helping the organization to achieve its set goals and objectives. Numerous leadership studies in a wide variety of organizations have examined the impact of transformational and charismatic leaders and findings indicate that transformational and charismatic leadership style result in a high level of follower motivation and commitment as well as well above average organizational performance (Bryman 1992). Through transformational and charismatic leadership, an employee is able to know what is expected from him and work

accordingly to improve on the organizational performance. Under this type of leadership an employee is motivated by work hard to help the organization to achieve it set goals. Yammarino and Bass (1990) found transformational leadership more highly related to employee perceived satisfaction and effectiveness than transactional leadership. The type of leadership practiced in an organization influence employee attitude and commitment towards work.

## 2.4 **How Organizational Deviance influence workers performance**

Organizational deviance is a behavior that violates the norms of an organization. Organizational deviance includes taking property from work without permission, coming to work late without permission, using of illegal drug or alcohol on the job, neglecting to follow bosses instruction etc. Bolin and Heatherly (2001) defined work place deviance as a voluntary behaviour that violates institutionalized norms and in so doing threatens the well- being of employees and the organization itself. When an employee put up a behavior that contradicts the expected behavior from an organization, it threatens the organization progress as well as the performance of the employee himself. Workplace deviance has attracted much research attention during the last decade (Fox and Spector, 2005). Some of the organizational deviance that influence workers performance include Abusive supervision, Job satisfaction and Job stress

### 2.4.1 **Abusive Supervision**

Work place deviance is closely related to abusive supervision. Abusive supervisions is where the employees' view that their supervisor engages in unrelenting hostile verbal and nonverbal behaviour. These include public criticism/ridicule, insulting behaviour/rudeness, breaking promises, silent treatment, invasion of privacy and so forth (not physical attacks). According to Litzky et al (2000) abusive supervision is defined as the 'subordinates' perceptions of the extent

to which supervisors engage in the sustained display of hostile verbal or non -verbal behaviours

If abusive supervision is practiced, retaliation can occur. An employee who has been verbally assaulted may become confused in such a way that it affects his job performance. Sometimes this employee may skip work just to avoid such a humiliation from his supervisor. An employee who perceives his bosses/organization as caring and supportive has been shown to have reduced incidence of workplace deviant behaviour. Considering that supervisors primarily control rewards, roles, and work assignments for their subordinates (Yukl, G. 1989), there is ample opportunity to single out individual employees, or even entire work groups and departments for abuse. An employee who has been verbally or non-verbally assaulted by his supervisor may fail to report his supervisor to authorities due to the power differences. Even though an employee may not enjoy abusive supervision, but due to the fear that he will be sacked from work, he may decide to keep such an act from his supervisor to himself. For these reasons and others, abusive supervision is likely to be long-lasting and has been linked to a number of dysfunctional consequences including decreased in-role and extra-role performance, and increased stress and workplace deviance (Tepper, B. (2000) Tepper, B. (2007) Zellars, K., Tepper, B., and Duffy, M. 2002)

From the above it can be deduced that good supervision motivates employees to be committed to their work to increase their performance while abusive supervision may cause employees to exhibit negative deviance behaviour towards their work.

2.4.2 **Job Satisfaction**

Job satisfaction is defined as how content an employee has with his work. When an employee is satisfied with his job, he tends to work hard to improve his performance which invariably increases the organization performance as a whole. An employee's job satisfaction determines

the type of deviant behaviour he exhibits at his work place. Job satisfaction is the most frequently identified link connecting job conditions and workplace misconduct (Hawkins 1984; Richard C. Hollinger and John Clark (1982) reported that a general measure of job satisfaction, as well as a multidimensional construct, is a strong predictor of employee deviance. Just as job satisfaction may reduce workplace deviance, dissatisfaction may exacerbate it. A number of studies have shown that perceived inequity (and the neutralization of guilt that follows) leads to greater deviance among workers (Greenberg 1990) and students (Greenberg 1993). Workers dissatisfaction and perceptions of distributive injustice may directly motivate employee deviance or disrupt the group norms and informal social controls that regulate it (Hollinger and Clark 1982b; Homing 1970). Both satisfaction and dissatisfaction are therefore likely to affect employee misconduct.

An employee tends to put in much of his effort to increase his work performances when he finds the job satisfaction to be high. An employee performance cannot be the best if his job satisfaction is very low. Improved employee job satisfaction enhances his work performances.

2.4.3 **Job Stress**

Job stress occurs when an employee becomes discomfort on his job because the requirements of the job do not match the capabilities, resources or needs of the employee. Job stress has become a canker in most of the organizations which has invariable affected the performance of most of the employees. Job stress refers to the discomfort a person experiences as a result of his or her work situation, which is typically created when an imbalance between job demands and resources arises (Beehr, 1991; Lazarus & Folkman, 1984). An employee becomes stressed and

tense up when the resources to work with do not match what he suppose to do. Workplace stressors may be related to a lack of autonomy, interpersonal conflict, overwhelming job demands, and anything else a person perceives as stressful (Spector & Fox, 2005). These stressors lead to an appraisal of the situation, which in turn creates a psychological or behavioral reaction that may be counterproductive in nature (Lazarus & Folkman 1984). Spector and Fox (2005) developed a model to explain the relationship between job stress and counterproductive work behaviors (CWBs). They proposed that employees perceive and appraise events within the work environment. When threatening events are classified as stressors, they are met with emotional responses (Spector & Jex, 1998). These responses lead to behavioural reactions, which may take the form of counterproductive acts. For example, an employee who is bullied by his coworker may perceive such an act as threatening. Consequently, he may experience feeling of anger and frustration, which may cause him to engage in counterproductive behaviours, such as absenting himself from work to avoid the stressor or screaming at his co-worker in an attempt to reduce the negative feeling. When an employee becomes stressed in performing his job, he tends to become bored and confused which sometimes affect his work performance as a whole.

### 2.4.4 **Job Description**

Job description is a detailed written account of the duties and responsibilities that an employee is expected to perform in a particular job. In other words, job description refers to a narrative that identifies the tasks and responsibilities of a position in an organization that an employee occupies. When an employee duties and responsibility are clearly defined and have an up-to-date job description, he knows what is expected from him and may work hard to increase his performance on the job and avoid any deviant behaviour towards the work. On the other hand

when an employee job description is not clear for his understanding, he may tend to engage in deviant behaviours such as skipping work, absenteeism etc at work which may invariably affect his performance. According to J. B. Arthur (1994) it was reported that when employees were not clear of their role at work, they would feel stressed and may engage in deviant behaviour at work From the above it can be deduced that a clear and up-to-date job description will lead to increase in an employee's performance and vice versa all other things being equal.

### 2.4.5 Career Pathing

Career pathing involves understanding what knowledge, skills, personal characteristics, and experience that are required for an employee to progress in his job. This progression could be lateral, or through access to promotions and / or departmental transfers. In other words career pathing is how an organization determines the logical progression of jobs, roles, assignments, and development to provide enough qualified candidates and incumbents. According to Y. Inandi (2009) when employees feel that they are consciously blocked from moving up their career ladder in the organization, they tend to be frustrated and stressed. From the view of Y. Inandi (2009) it can be deduced that when an employee feels that he qualifies to progress up in the career ladder in an organization but has been denied intentionally, all other thing being equal, he becomes aggrieve and tends to exhibit deviant behaviours towards his work which may invariably translate to his performance. It has been found that frustration leads to deviant behaviour at work (S. Fox & P. E. Spector 1999) as a way to retaliate (D. P. Skarlicki and R. Folger 1997).

From the above discussion, it can be said that when an employee qualifies to move up in the career path in an organization and is done accordingly, he tends to put much of his effort to work

hard to increase his performance. On the other hand when an employee feels that he has been denied to move up in the career path even though he qualifies to move up, he is likely to exhibit deviant behaviours in the organization which will invariably affect his job performance.

2.4.6 **Job Security**

Job security is the feeling that an employee has of being maintained in his job as long as he wishes. According to M. A. Huselid (1995) employment security is an important facet of quality of life for many employees. An employee with a high level of job security is likely to work hard to improve on his performance all other things being equal because of the low probability of losing his job in the near future. On the other hand job security is the assurance and confidence an employee has in his employer that he will stay in the organization as long as he wants to stay. When an employee feels that he is not secured in his job, all other things being equal he tends to exhibit deviance behaviour towards the work which includes skipping from work, absenting himself from work, coming to work late etc. According to R. J. Bennett, and S. L. Robinson (2000) when people feel that their job is secured, they will be more committed and motivated to work and less likely to engage in deviant behaviour. Conversely, those who feel that their job is insecure would tend to be angry and frustrated (R. S. Schuler & S. E. Jackson, 19 87) That is an employee is likely to work hard to improve on his performance when he feels that his job is secured all other things being equal.

**2.5. Factors that influence Productivity**

**2.5.1 Work Environment**

Work environment is a term used to describe the surroundings of employees and the interactions among them. This includes logistics, infrastructure, good employee interactions etc. Healthy work environment promotes work performance and invariable translate to productivity. Many organizations attributed their improved productivity to employees' acquisition of the right skills and knowledge. The achievement of an organization stated goals and objectives are determined by the work environment which an employee finds him/herself. According to Akinyele (2010), about 80% of productivity problems in Nigeria reside in the work environment of organizations. Business nowadays is characterized by treats and uncertainties. For organizations to overcome such challenges at stake, it is important for organizations to effectively and efficiently make use of the human resources at their disposal. Akinyele, (2007) is of the view that conducive work environment ensures the well-being of employees which invariably will enable them exert themselves to their roles with all vigour that may translate to higher productivity. Brenner (2004) asserted that the ability of employees within an organization to share knowledge throughout the system depends on the conditions of their work environment. Employees' level of satisfaction and productivity is determined by the quality of comfort he/she receives from his work environment. In a situation where the work environment is hostile such as lack of logistics to work with, poor interaction among workers etc, employees' zeal to perform on the job reduce which invariably reduce productivity. Kyko (2005) posited that there are two types of work environment. These are identified as Conducive Work Environment and Toxic Work Environment. Conducive work environment gives pleasurable experience to employees and enable them to actualize their abilities and behaviour. It also reinforces self-actualizing behaviour, for instance, an irresponsible employee changing into a responsible employee in a conducive work environment. Toxic environment according to him brings about unpleasant

experiences and at the same time, de-actualize employees' behaviour. It reinforces low self-actualizing behaviours and it leads to the development of negative traits of the employees' behaviour. It could be concluded that, the work environment has an impact on productivity. A favourable working environment will improve the performance of an employee and vice-versa. This is supported by the work of (Manikandan, 2002; Kyko, 2005; Akinyele, 2010; Chernis & Kane, 2004 and Lambart, 2005).

### 2.5.2   Work Health Promotion

Workplace health promotion (WHP) is the efforts made by employers, employees and society to improve employees' health and well-being at work. A large number of researches on Work Health Promotion (WHP) have indicated that it has benefits both on organizations and employees. Workplace health promotion program has demonstrated its effectiveness in developing employees' health and lifestyle (Herscovitch et al, 2002). An employee who health and well being is catered for by his employer tends to work hard to improve the organization productivity. According to Chu (2000), WHP affects the employees' physical, mental, economic and social well-beings and in turn the health of their families, communities and society which directly and indirectly affects his/her output of work. Furthermore, some studies found that in the organizations that have implemented WHP, employees are more motivated and healthier therefore it results in more innovations and a rise in productivity (Makrides, 2004). Organizations that practice WHP tend to have healthy employees all things being equal who are able to work hard to increase the organization productivity. The tentative WHP projects in Shanghai from 1993, 1995 had achieved great success (Chu, 2000). It is imperative to promote work health projects in an organization. This is because, a healthier worker implies a healthy
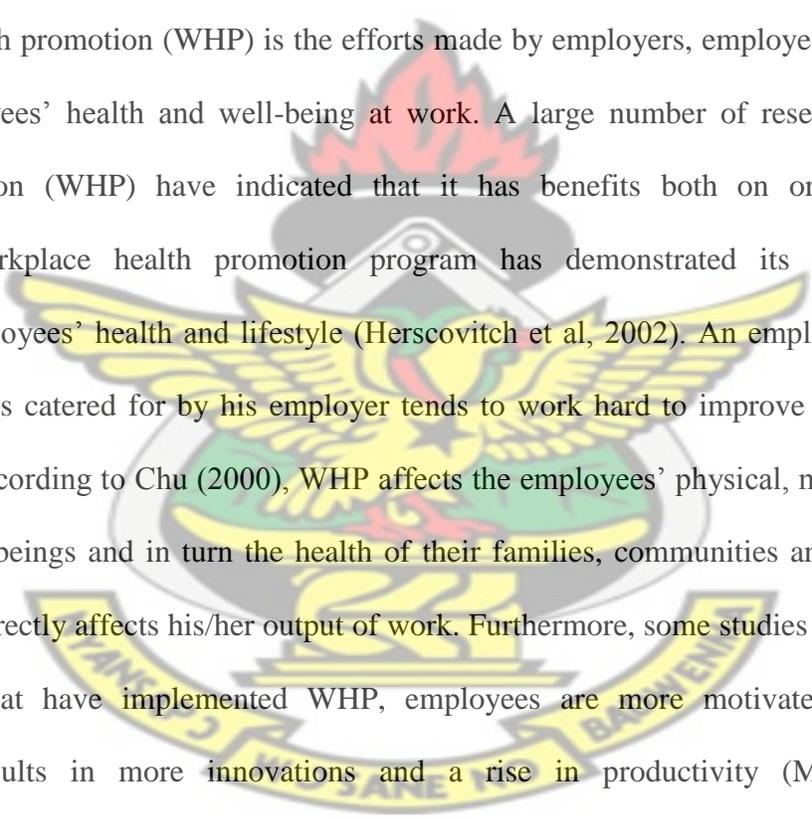
mind to work effectively towards the achievement of organizational goal and objectives and therefore its impact on productivity cannot be downplayed.

### 2.5.3  Organizational Support

Organizational support is a resource that seeks to influence an employee to perform well in his job which invariably reduces stress. Organizational Support may be used by employees as an indicator of the organization's benevolent or malevolent intent in the expression of exchange of employee effort for reward and recognition (Lynch *et al*., 1999). Research has discussed organizational support as a resource capable of influencing performance by neutralizing stressors (Rhoades and Eisenberger, 2002) and increasing effective commitment to the organization (Meyer *et al*., 2002). Lynch *et al*. (1999) posited that when employees perceive high levels of organizational support, they are more compelled to contribute to the objectives of the organization and the reverse is the case.

### 2.5.4 Performance related pay

Pay is any form of money an employee receives in exchange of work done. In otherwise pay is an influential tactic to induce motivation, since individuals may utilize it to attain their desired wants. Consequently, pay has a great impact in establishing employee's diligence and commitment which invariable increase his work performance as well as that of the organization productivity.  When an employee is motivated through pay, he tends to work hard to improve organization productivity. On the other hand, an employee becomes de-motivated to work when the pay he receives does not commensurate the work he does which affect productivity of the organization. Furthermore, studies have shown that pay does not seem to boost productivity levels in the long term and money does not improve performance (Whitley, 2002). Again pay

36

can deteriorate an employee's attitude to work since he may work merely in the interest of high pay. Pay is not only the main re-enforcer, other non-financial factors such as rewards, social recognition and performance feedbacks are also found to be positive motivational factors (Rupp& Smith, 2003). For an employee to work hard to increase productivity in an organization both monetary and non monetary motivation should be used to influence him to work hard.

### 2.5.5    Communication

Communication is the act of conveying information from one person (sender) to another person (receiver) in a form of verbal, written words etc. In other words communication involves two or more persons. According to Keyton, (2011) communication can be defined as the process of transmitting information and common understanding from one person to another. Fundamentally, relationships grow out of communication, and the functioning and survival of organizations is based on effective relationships among individuals and groups. Organizational capabilities are developed and enacted through "intensely social and communicative processes" (Jones et al., 2004). Communication helps employees and management to coordinate activities to achieve organizational set goals and objectives. Communication aids socialization, decision-making, problem-solving and change-management processes. Through internal communication employees are provided with important information about their jobs, organization, environment and each other. According to Harris & Nelson, (2008) communication is one of the most dominant and important activities in organizations .Communication can help motivate an employee through recognition, praise, build trust, create shared identity and spur engagement; it provides a way for individuals to express motions, share hopes and ambitions and celebrate and remember accomplishments. Effective communication is very important in organizations in that it can be used to achieve organization goal.

### 2.5.6  Working in team--team dynamics

In workplaces where work is monotonous and unchallenging, employees become easily bored, annoyed and for this reason they demand their work to be more humanized. When employees work in teams, they become competent and are able to deliver good result all things being equal which may lead to increase in productivity. Team's enables people to cooperate, enhance individual skills and provide constructive feedback without any conflict between individuals (Jones et al., 2007). Organizations should encourage teamwork among its employees to promote outstanding products and services, which will invariably increase productivity. Team members enhance the skills, knowledge and abilities while working in teams (Froebel & Marchington, 2005). It is therefore necessary for organizations to encourage teamwork among its employees' to enhance their skills as well as capabilities

### 2.5.7 Productivity improvement process

By implementing the productivity improvement processes, an organization can improve the productivity of employees. An employee's performance and productivity can be improved by providing access to relevant information; environments that promote this information's desired use, continuing educational opportunities, and a balance between guidance and autonomy (Sao & Suri, 2005). Information Technology (IT) must be designed to reduce the amount of time workers spend on information access, management and manipulation and to increase the accuracy of these processes. Through mobile and wireless technologies, workers can make use of previously unproductive time, access corporate information as soon as it is needed, and communicate in real-time with colleagues and customers through multiple electronic channels thus, facilitating work in an organization and contributing to productivity (Kelly & Nanjiani 2003). Through knowledge management an enterprise gathers, organizes shares and analyses its

knowledge in terms of resources, documents, and people skills and can push the information to workers. The right combination of e-communication, e-training and e-assessment tools can form an environment where workers can flourish. E-communication translates into increased awareness, skills, provides opportunity for mastery or self-paced learning translates into career development to reduce the amount of time employees spend on information access, management and manipulation and to increase the accuracy of these processes. Information technology is important because it helps make information accessible and manageable in a time when accessibility and manipulation of information are crucial to achieving organizational aspirations ( Lilia 2004).

Although technological improvements on their own raise productivity, innovation combined with training results in even stronger productivity growth as human capital development is crucial in today's competitive business world. In a study conducted at Emery Air Freight in USA by Davia it was discovered that in spite of proper training for workers and a good level of co-operation among them, productivity was still about 45% instead of the anticipated 90%. In a bid to improve performance, management decided to apply a program of positive reinforcement, which entailed training supervisors to give performance feedback to worker on a daily basis as well as recognition and other rewards. As a result of the application of the positive reinforcement program, performance improved from 45% to 95%. This happened because the regular feedback and recognition gave the workers the psychological feeling that strongly and positively influenced their work (Armstrong, 1999).

In a survey of manufacturing growth and performance in Britain, it was found that the factors affecting labour productivity or the performance of individual work roles are broadly the same type as those that affect the performance of manufacturing firms as a whole. They include:

Physical-organic, location, and technological factors; Cultural belief-value and individual attitudinal, motivational and behavioural factors; International influences – e.g. levels of innovativeness and efficiency on the part of the owners and managers of inward investing foreign companies; Managerial-organizational and wider economic and political-legal environments; Levels of flexibility in internal labour markets and the organization of work activities – e.g. the presence or absence of traditional craft demarcation lines and barriers to occupational entry; and Individual rewards and payment systems, and the effectiveness of personnel managers and others in recruiting, training, communicating with, and performance-motivating employees on the basis of pay and other incentives (ISR/Google Books, revised 3rd edition. 2003)

The emergence of computers has been noted as a significant factor in increasing labour productivity in the late 1990s. Although computers have existed for most of the 20th century, some economic researchers have noted a lag in productivity growth caused by computers that didn't come until the late 1990s (ISR/Google Books, revised 3rd edition. 2003).

The emergence of computers has been noted as a significant factor in increasing labour productivity in the late 1990s.

## 2.6 Motivations as a Strategy to Improve Workers Performance

Motivation is the process whereby people are being stimulated to actions to accomplish a given tasks. Motivation may be monetary or non-monetary which include monetary motivation like wage/salary, reward, incentives, bonuses and non-monetary motivation as appreciation and

recognition, free medical care, employees participation etc. Gareth Jones, Jennifer George and Charles Hill (2000: 427) define motivation as "psychological forces that determine the direction of a person's behaviour, a person's level of effort, and a person's level of persistence in the face of obstacles". David Myers (1996: 297) defines motivation as "a need or desire that serves to energize behaviour and to direct it towards a goal. Motivation is a person's internal disposition to be concerned with and approach positive incentives and avoid negative incentives. An employee must be motivated to work for organization. If there is little or no motivation in an organization employees' quality of work deteriorates which invariable affect productivity. Employees have different beliefs about factors that control their behaviour; this is what it is referred as locust of control. At one end of the continuum are high internals who believe that opportunity to control their own behavior rests within themselves. At the other end of the continuum there are high externals who believe that external forces determine their behavior.

Not surprisingly, compared with internals, externals see the world as an unpredictable, chancy place in which luck, fate, or powerful people control their behaviour (Rotter, 1966). In motivating workers, general motivational strategies or specific motivational could be applied. General motivational strategies include soft sell versus hard sell and personality type. Soft sell strategies have logical appeals, emotional appeals, advice and praise. Hard sell strategies have barter, outnumbering, pressure and rank all these packages affects productivity in many way or the other. Specific motivational appeals focus on provable facts, feelings, right and wrong, workers rewards and audience threat (Thomas and Jane, 2004). There are several factors that motivate a person to work. The motivational factors can be broadly divided into two groups: monetary and non-monetary motivation. Monetary motivation takes the form of salary/wages, bonuses, and incentives.

The non-monetary motivation includes

i.      Appreciation and recognition,

ii.     Delegation of authority,

iii.    Working conditions,

iv.     Job security,

v.      Job enrichment,

vi.     Workers participation,

vii.    Flexible hours,

viii.   Extending of health care to family members

ix.     Training and innovation

The above listed non-monetary motivational factors determine organizational productivity Effective implementation of these factors will promote the achievement of organizational goals and objectives. From the above it can be deduced that motivation is essentially linked to productivity. A well motivated worker will exhibit positive attitude to work which will translate to his job performance. Motivation to workers enhances their work performance which invariably increased productivity. Consequently, when a worker is motivated the question of poor performance and inefficiency will be forgotten issue in an organization (Steers and Porter, 2000; Caldwell, 2001; Christesen, 2002). This agrees with the works of Ajila and Abiola (2007) which showed that workers who received incentives performed better than those who did not receive. The importance of employee motivation as a factor of productivity can therefore not be overlooked.   It is generally agreed that the more accurately managers can answer the question of what motivates their employees, the more effective they will be at shaping workers attitudes, maximizing productivity, enhancing productivity, enhancing performance and advancing the

notion of organizational accountability (Chernis and Kane, 2004).

## 2.7 Lessons from Review

It is learnt that a healthy working environment will promote job satisfaction which will lead to job performance hence increase productivity. It is evidenced that a non performer when provided with a healthy environment could perform effectively. This is evidenced in most countries such as Nigeria, China, and other countries.

Moreover, from the analysis of the review, Work Health Promotion (WHP) is a factor to improving performance and productivity in organization but it is being overlooked in most organizations across the world especially the developing countries . It is evidenced that employees who work in WHP implemented organizations tend to be healthier and motivated which has led to a rise in productivity. Countries like China, Greek and Shanghai have implemented this promotional strategy and it had achieved great success in improving performance and raising productivity hence-its adoption in Ghana.

Innovation and training workshop for workers in an organization is a step in the right direction to improving workers efficiency, and efficacy in contributing to productivity. In the United States of America (USA), a company like Emery Air Freight increased productivity with the adoption of this strategy. Therefore, its adoption to other developing countries especially Ghana is justifiable.

## 2.8 Development of Conceptual Framework for enhancing productivity

The conceptual framework for the study is designed to address how HR practices influence workers attitude/deviance behaviour as well as labour productivity in an organization. The model

is made up of four (4) major components comprising the HR practice, workers attitude/ deviance behaviours, labour productivity and motivation as a strategy to address the negative attitude and deviant behaviour.

The model indicates that there is a relationship between HRM practices, workers attitude/ deviant behaviour and labour productivity in an organization. This relationship may be positive or negative. It is revealed from literature that when factors that influence attitude/deviant behaviour and productivity are favourble, workers tend to develop a positive attitude to work which intend increase workers performance hence increase in productivity. Again the model indicates that the reverse is the case.

To address these negative attitudes of workers, the model proposed the following measures. Both monetary and non-monetary motivation should be used. Monetary motivation includes salary/wage Increment, bonuses, and incentives. Non-monetary motivation includes Appreciation and recognition, delegation of authority, working conditions, job security, job enrichment, workers participation, flexible hours, extending of health care to family members training and innovation. Both monetary and non-monetary motivation could be adopted and used in organizations.

The model finally indicates that if these measures are being adopted and used effectively, it would lead to a reduction in negative attitudes and consequently increases productivity.

**Figure 2.1: Conceptual Framework**
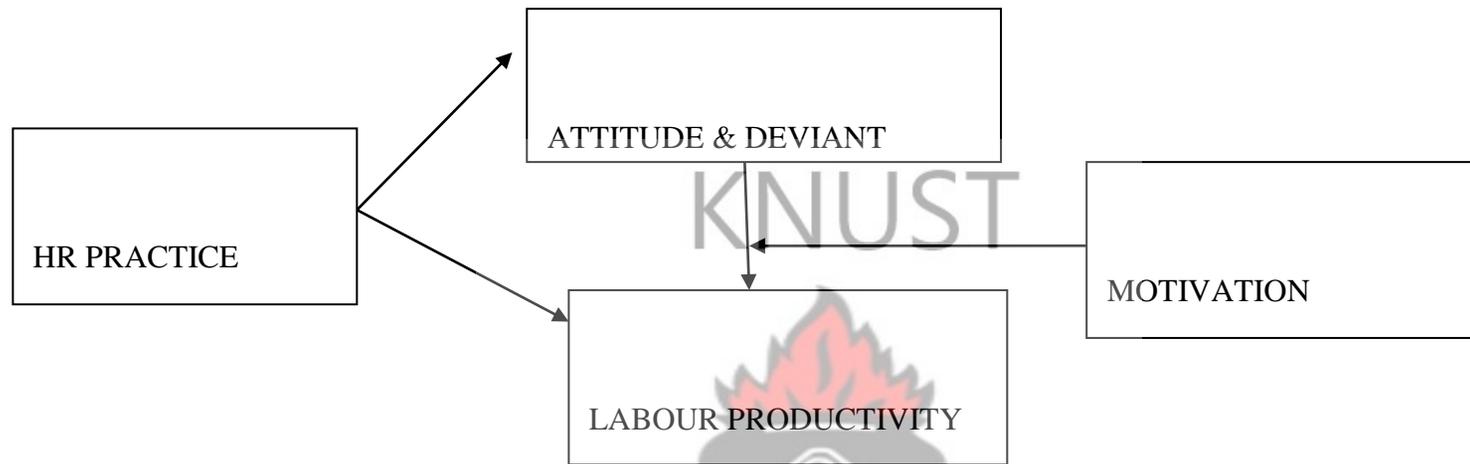


**Source: Author's Construct, 2013**
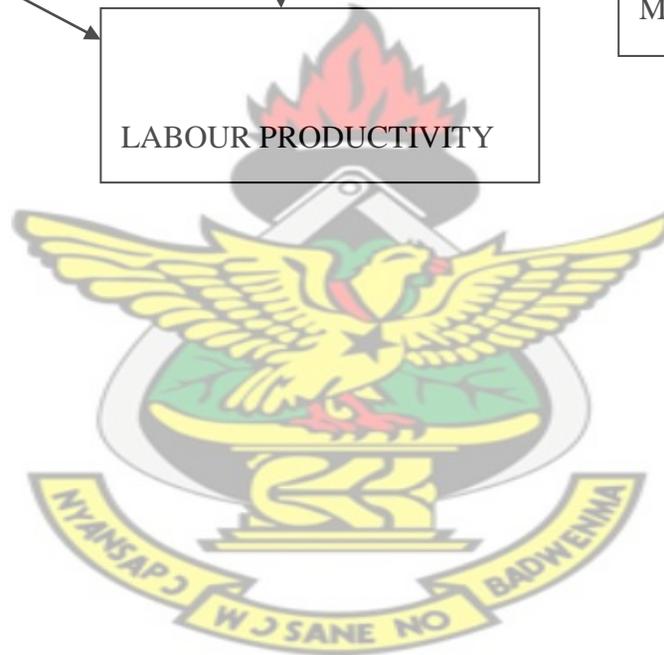
# CHAPTER THREE

# METHODOLOGY AND ORGANIZATIONAL PROFILE

## 3.1 Introduction

This chapter gives a detailed analysis of how the research was carried out. It explains the research design used for this study followed by population and sampling procedure. A full description of data collection and data analysis techniques are given. Finally, the chapter concludes with the ethical considerations as well as the profile of the study areas.

## 3.2 Research Design

One of the important components of a research methodology is the research design as it provides an overall guidance for the collection and analysis of data of a study (Churchill, 1998). With regards to this, a case study was used as a research design for this research. A case study was used because it typically describes a program or intervention put in place to address a particular problem (*Naele, et al,* 2006). Case studies can be used for descriptive, explanatory, or exploratory purposes (Yin, 1993). Yin (1984) identifies three basic principles underlying case studies. Firstly, "how" and "why" questions are used. Secondly, case study requires no control over behavioral events and thirdly, the case study focuses on contemporary events. In view of the above principles, the case study was selected for this research since the research fulfils all of them. The research plays a role in engineering further research. Again, the study explores the kinds of attitudes exhibited in the organization and factors that influence them.

One of the limitations of case studies is the difficulties involved in generalizing from one case to another (*Naele*, *et al.,* 2006). According to Soy, (1997) case studies provide no ground for establishing generality of findings. However, findings from the study were supported with

literature to make it viable and reliable for generalization. This is the basis for the literature review in the next chapter. Another criticism is that case studies lack rigour (Naele, *et al.,* 2006), that is, they are unscientific and bias in findings. However this study will rely on scientific processes for data collection and analysis. Quantitative method was used for analyzing the data collected from the field with the aid of Statistical Package for Social Scientists (SPSS) computer software.

## 3.3 Population and Sample Size

Simple random sampling was used as a sampling technique. It is a sampling technique where a group of people are being selected from a larger population for study. In all three hundred and fifty nine **(359)** were number of workers in the four organizations. Out of the number 120 questionnaires were given out to the workers in the four organizations. Workers were selected from the organization based on the workers population. Table 3.2.1 shows the organizations, the number of workers employed and the sample selected for the questionnaire for the study.

**Table 3.3.1: Population and Sample Size of the Study**

| ORGANIZATION | NUMBER OF WORKERS | SAMPLE OF WORKERS |
|---|---|---|
| AMPONSAH-EFFAH PHARMACEUTICALS LTD | 120 | 30 |
| ASPEE PHARMACEUTICALS LTD | 50 | 25 |
| EJISU JUABEN MUNICIPAL ASSEMBLY (EJMA) | 127 | 32 |
| GHANA EDUCATION SERVICE IN EJISU JUABEN MUNICIPAL | 62 | 15 |
| **TOTAL** | **359** | **102** |

**Source; Authors Construct, March, 2013**.

### 3.4 Source of Data

The study used two major sources of data, namely primary and secondary data in its data collection. The primary data was through field survey whiles the second data was mainly from internets and desk studies.

### 3.4.1 Primary Data

It is first-hand information collected from the field that has not been used before. Primary data was collected through a field survey. Structured questionnaires designed by the researcher were used to collect information from the organizations. Closed- ended questions were used. The questionnaires were administered by the researcher personally. Questionnaires were used because the responses were gathered in a standardized way and therefore they were more objective and certain.

### 3.4.2 Secondary data

Secondary data is also known as 'second hand' data. They are data which already exist and might have been used before. The Secondary data was collected through desk studies which included libraries and internet exploration.

### 3.5 Reliability and Validity of Data

Joppe (2000) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study. Whiles validity is whether the construct you are using really measures what you are using it to measure

To ensure that the result gathered from the organizations were consistent and accurate representation of the total population under study the following were undertook:

i.      After the data collection the questionnaires were screened to find out if there were any errors and the necessary corrections were made.

ii.     The questions phrased and the options for responding by the respondents were assessed to find out if they were appropriate.

iii.    The questionnaire was assessed to find out whether it was comprehensive enough to collect all the information needed to address the purpose and goals of the study?

**3.6 Method of Data Analysis**

In this study descriptive statistic such as chart, tables, percentage were employed in the data analysis. The use of descriptive statistic became necessary as much of our data were of quantitative in nature. Quantitative method of analysis emphasized on objective measurements and numerical analysis of data collected through polls, questionnaires or surveys. Quantitative research focuses on gathering numerical data and generalizing it across groups of people (Babbie, Earl R 2010)

**3.7 Ethical Consideration**

According to Cooper and Schindler (2000), the goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from the research activities.

Ethical considerations of confidentiality and privacy were also addressed. In the course of the data collection, the researcher made sure that ethical issues were taken into consideration so that the study would not encounter any crucial ethical problems. The researcher sought the consent of

respondents before given out the questionnaires. Again the researcher made known to the respondents about the purpose of the study and assured them of the confidentiality of their responses.

### 3.8 Profile of Organizations

### 3.8.1 ASPEE Pharmaceuticals Limited

ASPEE Pharmaceuticals Limited is a company which operates in Ejisu Juaben Municipal Assembly. It was incorporated in 12th April, 2002 and commenced business on the 19th April, 2002. The directors and shareholders are Mr. Aboasu Amponsah-Kodua and Mrs. Mary Amponsah-Kodua. The company is a manufacturers and wholesalers of Pharmaceutical products.

### 3.8.1.1Vision:

The vision of the company is 'To be the leading pharmaceutical company in Ashanti Region and Ghana as whole, delivering excellence in our products and services with dedicated staff to meet our customers' demands.

### 3.8.1.2 Mission

The missions of the company are;

1. To provide excellent products and services that meets the satisfaction of the customers

2. To be recognized as a good place to work and also high grounds for investors

### 3.8.1.3 Marketing Strategy

Currently, the company can boast of a numeral customer base of nearly six hundred and fifty (650) nationwide including hospitals. Its products are equally prescribed and patronized by Health Insurance Scheme. Within its short period of existence, the financial statements attest to its rapid growth and market penetration.

**Figure 3.1 Organizational Structure of ASPEE Pharmaceuticals Limited**
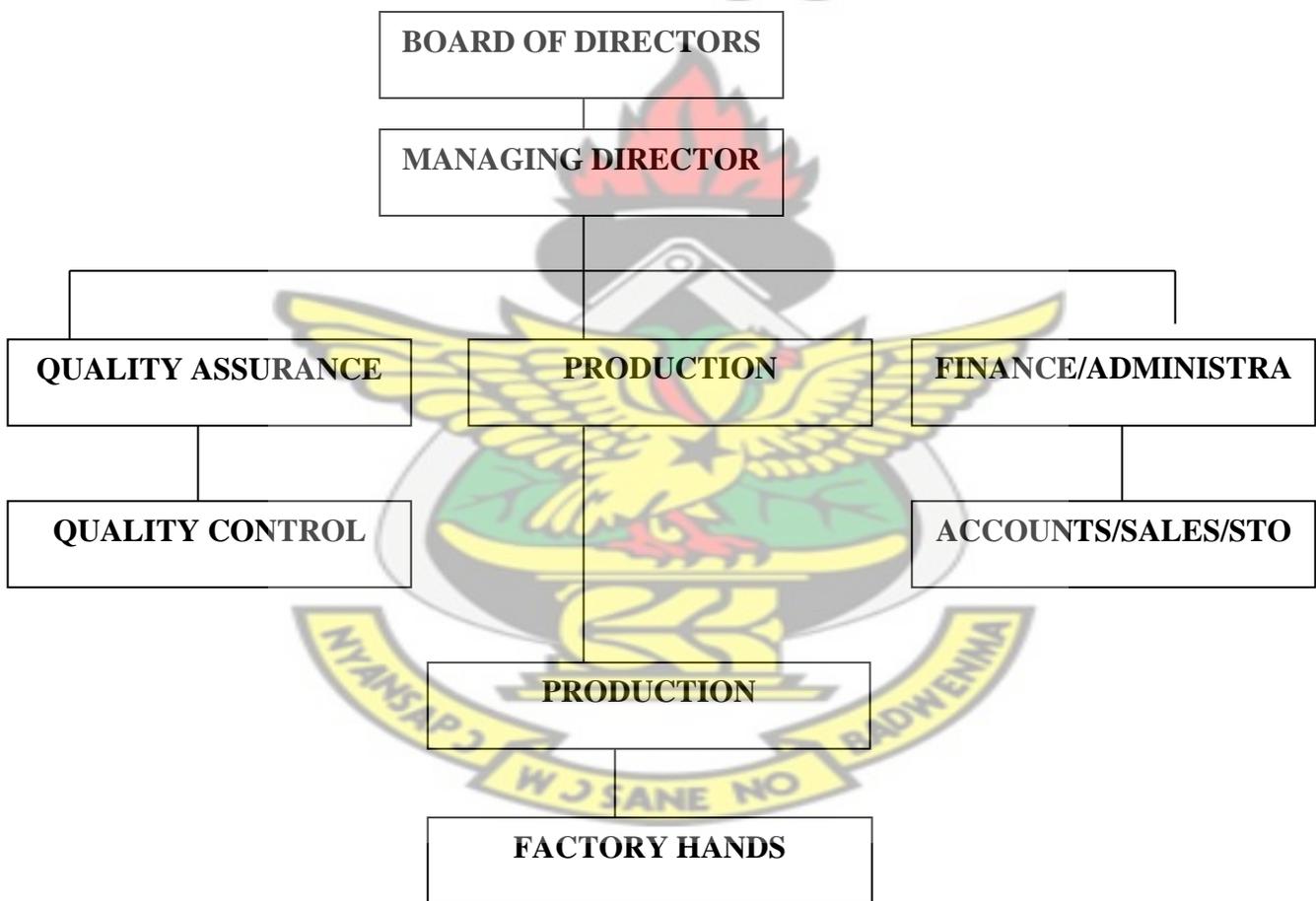


**Source: The Organization data 2013**

**3.9.2 Amponsah-Efah Pharmaceuticals Limited**

Amponsah-Efah Pharmaceuticals Limited is a wholly Ghanaian owned private limited liability company operating in Fumesua (near Kumasi) in the Ejisu Juaben Municipal Assembly in the Ashanti Region. It was incorporated in June 7, 1988 and started production operations in 1993. The company holds Food and Drugs Board, Ghana Registration Number. The company has three (3) branches in addition to the Head office for its sales operations. These are Accra, Takoradi and Tamale. The sales operations of the company cover Ashanti region, Brong Ahafo and parts of Western Region. The branch at Accra covers Greater Accra, Eastern and Volta Regions. The branch at Takoradi covers Western Region. Tamale covers Northern, upper west and upper east regions.

### 3.9.2.1 Company's Vision

To develop into and endure as a leading Worldwide Pharmaceutical Manufacturing Company.

### 3.9.2.2 Company's Mission

'We are a pharmaceutical company dedicated to helping people to fight their diseases and maintain their health by providing them with effective pharmaceutical products.

### 3.9.2.3 Company's Objective

1. To produce quality drugs for Ghanaian market

2. To produce drugs for export

3. To provide employment

4. To make profit

### 3.9.2.4 Structure of the Company

The highest decision making body of the company is the Bead of Directors. Te five-member board included Chairman, Secretary and the three members. The Board is followed by management. The management team includes the Managing Director, Deputy Managing Director, General Manager, Accounts Manager, Technical Coordination Manager, Marketing Manager, Administration manager, Engineering manager and the internal Audit manager.

### 3.9.2.5 Marketing

The company deals with products such as branded syrups (Romex Cough, Romex Junior, BX syrup and Promizel), tables, Generics (vitamin B-Complex, Folic Acid, Chlorphen etc), Suspension (Efpac Junior, Zinel suspensions, Keuron suspensions).

### 3.10.3 Ghana Education Service, Ejisu-Juaben Municipal

The Ejisu-Juaben Municipal Directorate of Education exists to improve the quality of education through effective teaching and learning and to promote Science, Technology and Mathematics education as well as ensuring relevant Vocational/Technical education and training for employability.

The major areas of operation for the Directorate include:

- Equitable access to education

- Improving the quality of education

- Education planning and management

- Science, technical and vocational education and training

### 3.10.4 Ejisu Juaben Municipal Assembly

The Ejisu-Juaben District Assembly is the highest, political, administrative and planning authority charged with the responsibility of facilitates the implementation of government policies and programmes, the development of the district and ensuring good governance. The Assembly has two (2) major departments, the central departments and the decentralized departments. The central department includes the Development Planning Unit, The Budget Department, Finance Department, and the Coordinating Director. The Assembly has almost all the decentralized departments. Figure 3.1 shows the Organizational structure of the Assembly.

### 3.10.4.1 Mission Statement

The office of the Ejisu-Juaben Municipal Assembly exists to ensure improvement in the quality of life of its people through the formulation and implementation of policies to step-up human development, reduce poverty, enhance tourism and provide good governance by a well-motivated and highly skilled staff.
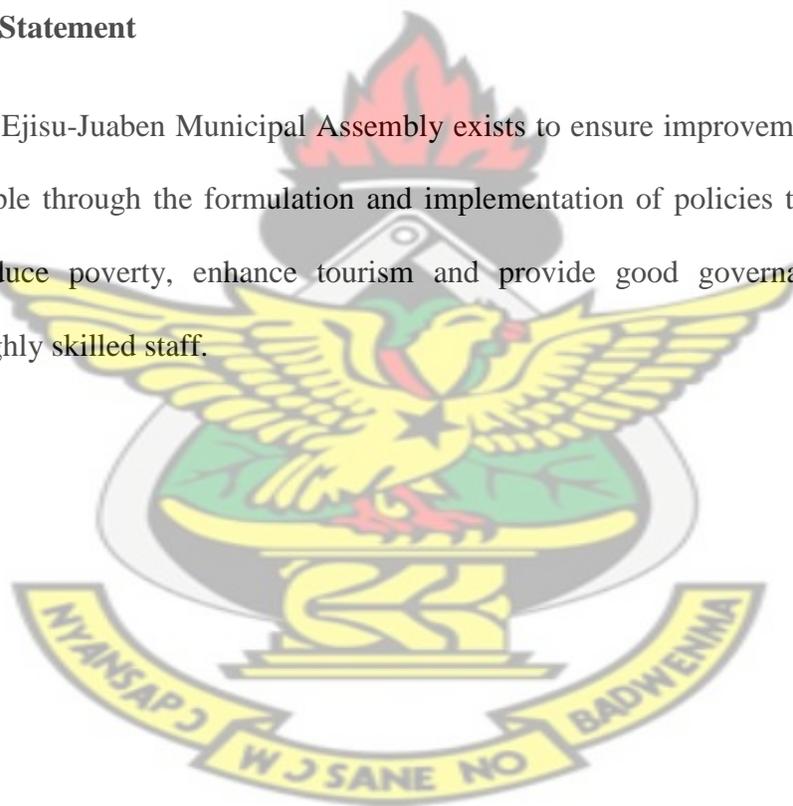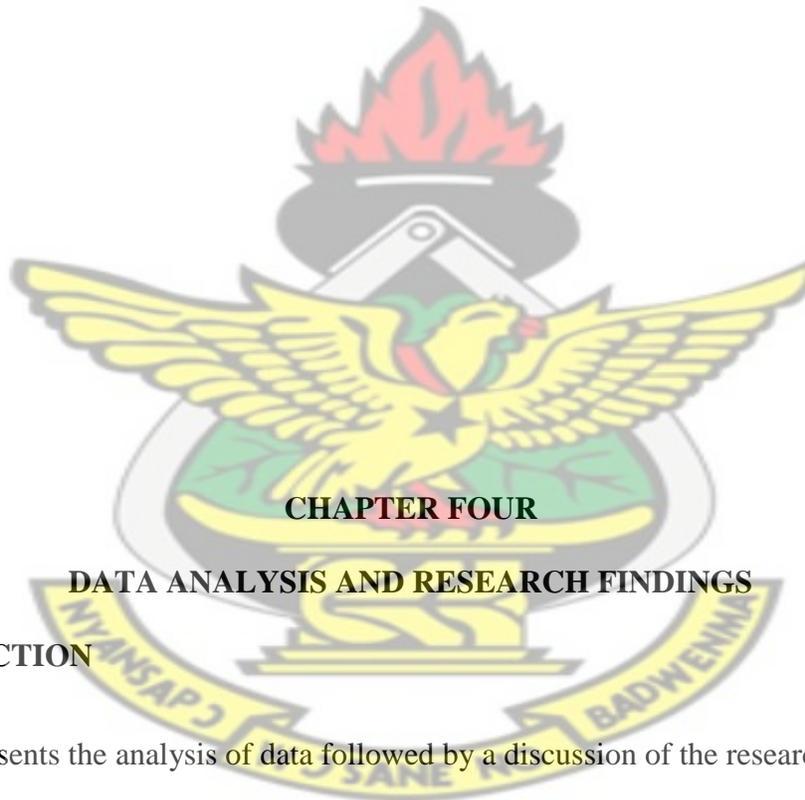
# CHAPTER FOUR

## DATA ANALYSIS AND RESEARCH FINDINGS

### 4.1 INTRODUCTION

This chapter presents the analysis of data followed by a discussion of the research findings. The findings relate to the research questions that guided the study. Data were analyzed to identify and describe the relationship between attitudes and productivity in some selected private and public organizations in Ejisu Juaben Municipality.

### 4.2 DEMOGRAPHIC DATA

The various demographic data of the respondents were analyzed. The selected demographics include gender, age, marital status and education. In this analysis, the background data of these respondents were used. In the case of partial correlations, these demographic data were controlled for statistically.

### 4.2.1 Gender

In accessing gender, respondents indicated that a majority of 58% was males and a female minority of 42% was recorded. This is depicted in figure 4.1 below. It gives the output from the SPSS analysis. This also reflects the wide perception of male dominant formal sector employment in Ghana and other developing countries alike.
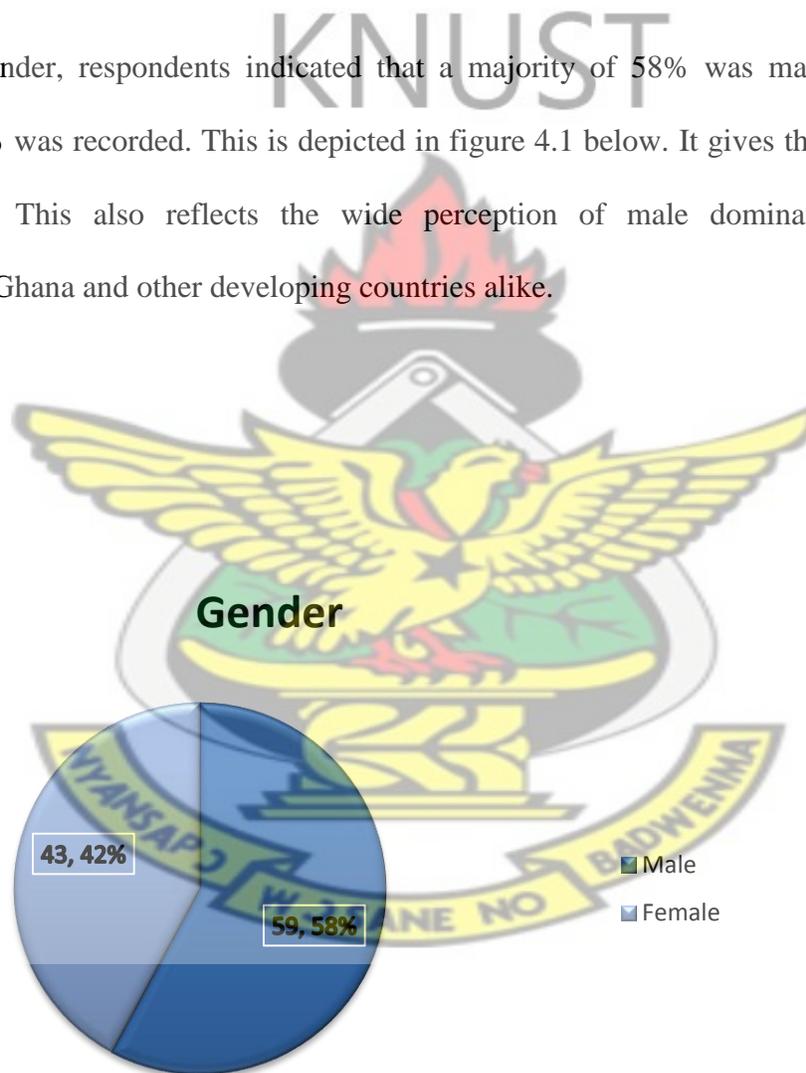


**Figure 4.1 Gender**                                 Source: Researcher's field work, 2013

### 4.2.2 Age

The ages of respondents were recorded as 20-30 years (63%), 31-40 years (32%) and 41-50 years (5%). These responses show that majority of the respondents were recorded in the youthful ages thus between 20-30 years and 31-40 years. It is however seen that only 5% were to be recorded between 41-50 years. This shows that majority of respondents are likely to spend more time in the organization all other things being equal. Hence the results they present would be helpful in deciding how to handle these employees.
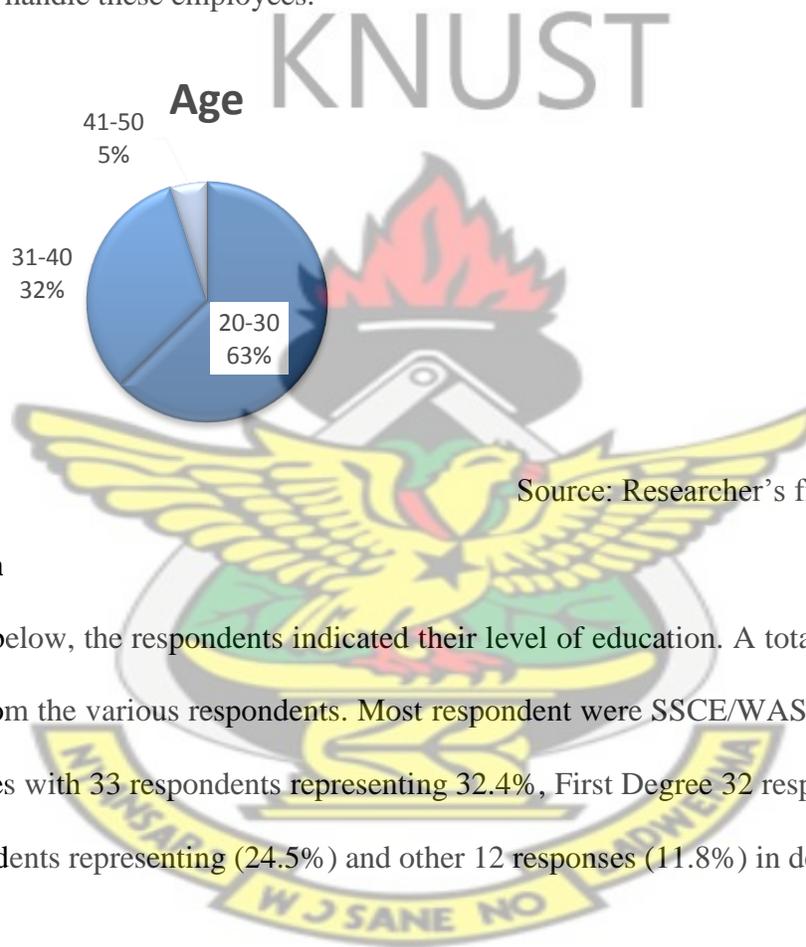


**Figure 4.2 Age**                                         Source: Researcher's field work, 2013

### 4.2.3 Education

Form table 4.1 below, the respondents indicated their level of education. A total response of 102 was received from the various respondents. Most respondent were SSCE/WASSCE recorded the highest responses with 33 respondents representing 32.4%, First Degree 32 respondents (31.4%), HND 25 respondents representing (24.5%) and other 12 responses (11.8%) in descending order.

**Table 4.1 Education**

|       |              | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--------------|-----------|---------|---------------|--------------------|
| Valid | First degree | 32        | 31.4    | 31.4          | 31.4               |
|       | HND          | 25        | 24.5    | 24.5          | 55.9               |
|       | SSCE/WASSCE  | 33        | 32.4    | 32.4          | 88.2               |
|       | Others       | 12        | 11.8    | 11.8          | 100.0              |

**Table 4.1 Education**

|       |             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------|-----------|---------|---------------|--------------------|
| Valid | First degree | 32        | 31.4    | 31.4          | 31.4               |
|       | HND         | 25        | 24.5    | 24.5          | 55.9               |
|       | SSCE/WASSCE | 33        | 32.4    | 32.4          | 88.2               |
|       | Others      | 12        | 11.8    | 11.8          | 100.0              |
|       | Total       | 102       | 100.0   | 100.0         |                    |

Source: Researcher's field data, 2013

## 4.3 Organizational (Deviance)

The table shows the number of respondents of each variable. The minimum and maximum represent the respondents' rating scale with them representing the lowest (1) and the highest (5) rating scale respectively. Mean on the other hand represent the average of the response based on the measuring scale (1-5) number of respondents of a particular variable. Standard deviation is a numerical value used to indicate how widely individuals in a group vary. Table 4.3 indicates that apart from the employees discussing confidential company information with an unauthorized person and the use of an illegal drug or consumed alcohol on the job which have an average respondents of around 1, the rest of the variables have an average respondents of around 2. All the standard deviation of the respondents is also around 1.

This section of the chapter four seeks to answer the first objective of this study. In determining the impact of workers attitudes on productivity in public and private companies the first objective was to identify workers attitudes exhibited in organizations in Ejisu Juaben Municipal Assembly.

According to Robbin & Judge (2007) the attitude of a worker is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. A workers attitude towards work is influenced by many factors. In the context of this study, workers attitude is measured by some behaviours at work places which when exhibited may affect performance or productivity. As could be ascertained from the table below the variables used to measure the attitudes include taking property from work without permission, using illegal drug or consumed alcohol on the job, chronic lateness to work, neglecting to follow your boss's instructions, constant complaining among others.

**Table 4.2 Descriptive Statistics on organizational Deviance**

| Some employees in my organization have | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| 1. Taken property from work without permission | 100 | 1.00 | 5.00 | 2.0300 | 1.10513 |
| 2. Spent too much time fantasizing or daydreaming instead of working | 102 | 1.00 | 5.00 | 2.0000 | 1.02445 |
| 3. Falsified a receipt to get reimbursed for more money than you spent on business expenses | 100 | 1.00 | 5.00 | 2.3800 | 1.39102 |
| 4. Taken an additional or a longer break than is acceptable at your workplace | 102 | 1.00 | 5.00 | 2.5980 | 1.22078 |
| 5. Come in late to work without permission | 102 | 1.00 | 5.00 | 2.5098 | 1.41942 |
| 6. Littered / scattered your work environment | 102 | 1.00 | 5.00 | 2.1176 | 1.41627 |
| 7. Neglected to follow your boss's instructions | 102 | 1.00 | 5.00 | 2.1667 | 1.25929 |

| | | | | | |
|---|---|---|---|---|---|
| 8. Intentionally worked slower than you could have worked | 102 | 1.00 | 5.00 | 2.2059 | 1.29231 |
| 9. Discussed confidential company information with an unauthorized person | 102 | 1.00 | 5.00 | 1.8431 | 1.05065 |
| 10. Used an illegal drug or consumed alcohol on the job | 102 | 1.00 | 5.00 | 1.5686 | 1.03894 |
| #Valid N (list wise) | 98 | | | | |

**Source: Researchers field data, 2013**

To analyze the deviant attitudes workers demonstrated in some selected private and public organizations in Ejisu Juaben Municipality, a set of ten questions shown above received various responses.

Questions 2, 4, 5 and 8 measured the attitude of workers towards time based on the fact that punctuality and getting work completed in real time is very crucial to the success of most businesses. The response from the data gathered indicates that the respondents agree to the fact that workers behavior with regards to time is somehow deviant as the mean responses for these questions were 2.0, 2.59, 2.50 and 2.205 respectively. It can be observed that most of the respondents were of the view that in Ejisu Juaben Municipality comparatively more workers abused their break hours by staying out longer than the break time than the time they wasted by fantasizing or daydreaming instead of working. With a mean of 2.50 respondents indicated that workers indeed came to work late without permission. This shows a trend that most of the workers were not time conscious and liked dilly dallying at work.

With issues about confidentiality and integrity the variables in Questions 1, 3, 7 and 9 were fashioned out in that respect. With the exception of question 9 which had a mean of 1.843 showing that though some workers discussed confidential company information with

unauthorized persons it was not on the high side. The remaining questions thus 1, 3 and 7 means of 2.03, 2.38 and 2.16 respectively, indicating that there is a slight disagreement to neutrality to the wrong behaviours in the area of integrity at the work place.

## 4.4 Factors that contributes to workers attitude at the work place

This part of the chapter 4 is on the factors that have contributed to the workers attitudes as discussed in the preceding section. In literature the researcher discovered a lot of views on the factors that influence workers deviant behaviour at the workplace. In sum, Lee et al's (2001) proposal that major factors that influence workers attitude to work among other things determine the depth and breadth of interpersonal relationships developed through contextual performance behaviors. The researcher in a bid to determine the factors influencing the deviant behaviours at the workplace in the selected study area various HR practices were correlated with the attitudes to determine if indeed there is an influence and if there was to determine the strength of the HR practices on the deviant attitudes exhibited by the workers in the Ejisu Municipality.

**Table 4.3 Correlations of Factors that affect deviance**

| | | Deviance Final | Opportunities for Training | Trainig | Better Dissemination of Information |
|---|---|---|---|---|---|
| Deviance_Final | Pearson Correlation | 1 | .175 | .245* | .224* |
| | Sig. (2-tailed) | | .085 | .015 | .026 |
| | N | 98 | 98 | 98 | 98 |
| Opportunities for Training | Pearson Correlation | .175 | 1 | .805** | .317** |
| | Sig. (2-tailed) | .085 | | .000 | .001 |
| | N | 98 | 100 | 100 | 98 |
| Training | Pearson Correlation | .245* | .805** | 1 | .406** |

| | | | | | |
|---|---|---|---|---|---|
| | Sig. (2-tailed) | .015 | .000 | | .000 |
| | N | 98 | 100 | 100 | 98 |
| Better Dissemination of Information | Pearson Correlation | .224* | .317** | .406** | 1 |
| | Sig. (2-tailed) | .026 | .001 | 0.000 | |
| | N | 98 | 98 | 98 | 98 |
| Clear chain of Command | Pearson Correlation | -.054 | .012 | .023 | .101 |
| | Sig. (2-tailed) | .599 | .908 | .824 | .322 |
| | N | 98 | 100 | 100 | 98 |
| Team work | Pearson Correlation | -.037 | .505** | .477** | .156 |
| | Sig. (2-tailed) | .719 | .000 | .000 | .132 |
| | N | 95 | 97 | 97 | 95 |
| Fair selection Process | Pearson Correlation | -.002 | .274** | .170 | .210* |
| | Sig. (2-tailed) | .982 | .006 | .090 | .038 |
| | N | 98 | 100 | 100 | 98 |
| Employee involvement in Decision making | Pearson Correlation | .219* | .402** | .393** | * |
| | Sig. (2-tailed) | .031 | .000 | .000 | .000 |
| | N | 98 | 98 | 98 | 98 |
| Good Communication Within | Pearson Correlation | .073 | .409** | .506** | .387** |
| | Sig. (2-tailed) | .481 | .000 | .000 | .000 |
| | N | 95 | 97 | 97 | 95 |
| Good communication Between | Pearson Correlation | .010 | .400** | .332** | .248* |
| | Sig. (2-tailed) | .926 | .000 | .001 | .014 |
| | N | 98 | 98 | 98 | 98 |
| Job Security | Pearson Correlation | -.054 | .384** | .319** | .389** |
| | Sig. (2-tailed) | .599 | .000 | .001 | .000 |

| | | | | | |
|---|---|---|---|---|---|
| | N | 98 | 100 | 100 | 98 |
| Equitable Compensation | Pearson Correlation | .088 | .294** | .324** | .372** |
| | Sig. (2-tailed) | .389 | .003 | .001 | .000 |
| | N | 98 | 100 | 100 | 98 |
| Career Development | Pearson Correlation | .003 | .274** | .417** | .394** |
| | Sig. (2-tailed) | .979 | .006 | .000 | .000 |
| | N | 98 | 100 | 100 | 98 |
| Opportunities for Advancement | Pearson Correlation | .193 | .367** | .375** | .352** |
| | Sig. (2-tailed) | .057 | .000 | .000 | .000 |
| | N | 98 | 100 | 100 | 98 |
| Fair Appraisal | Pearson Correlation | .124 | .164 | .185 | .329** |
| | Sig. (2-tailed) | .225 | .103 | .066 | .001 |
| | N | 98 | 100 | 100 | 98 |
| Constant Feedback From Appraisal | Pearson Correlation | .008 | .522** | .503** | .199* |
| | Sig. (2-tailed) | .940 | .000 | .000 | .050 |
| | N | 98 | 100 | 100 | 98 |

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

Source: Researchers field data, 2013

The controlled variables were made up of gender, Profession, Age, Marital status, Educational level and Tenure (length of stay in the Hospital). The dependent variable was deviant behavior whilst the independent variables were the various HR practices identified above.

From the table it can be observed that some HR practices are highly correlated with deviant behaviours that are counterproductive at the workplace. All the 15 HR practices identified did not have significant positive correlations with deviant attitudes with the exception of Training,

Better Dissemination of Information, Employee involvement in Decision making with positive correlation significant level of .015, .026 and .031 respectively. This means that training influences the attitudes of workers in the Ejisu Juaben Municipality.

Training is considered a form of human capital investment whether that investment is made by the individual or by the firm (Goldstein 1991) there is popular belief that when people are trained they acquire better and improved skills which would inadvertently improve their attitudes at the workplace. Interestingly our findings deviate from this popular belief. In finding the reason for this interesting observation the researcher can affirm the not so popular belief that when some people are well trained such that they become essential or indispensible to the business in lieu of their skills they become proud and begin to throw their weight around breaking workplace rules here and there.

Further, the saying that information is power is evidenced by the research findings that better dissemination of information at workplaces in the Ejisu Municipality leads workers to behave badly at the workplace. The fear of the unknown is eradicated in the selected workplaces and this makes the well informed workers to misbehave at the workplace. This indicates that when workers are more informed they are more likely to engage in deviant behaviours such as taking property from work without permission, using illegal drug or consumed alcohol on the job, chronic lateness to work, neglecting to follow your boss's instructions, constant complaining among others.

On the other hand as already indicated above, 12 of the HR practices showed no significant relationship with deviant attitudes at the workplace. Notably the HR practices that did not show

64

any relationship with deviant behaviour include the existence of a fair selection process for recruiting with a positive significant correlation of .982, workers receiving constant feedback from performance appraisal with a positive significant correlation of .940, opportunities for career development with a positive significant correlation .979 and good communication between departments in the workplace also recording with a positive significant correlation .926. In other words, the existence of opportunities for career development workers would not exhibit detrimental behaviours such as taking property from work without permission, using illegal drug or consumed alcohol on the job, chronic lateness to work, neglecting to follow your boss's instructions, constant complaining among others. Also from the findings the researcher can assert that when workers receive constant feedback from their supervisors in performance appraisal they become averse to demonstrating negativity at the workplace.

**4.5 How workers attitude affects productivity at the work place**.

To determine how workers attitudes influence worker productivity at the workplace intense search was conducted in literature. According to Hill (1993) productivity is defined as the ratio of what is produced to what is required to produce it. Productivity measures the relationship between output such as goods and services produced, and inputs that include labour, capital, material and other resources. A correlation was run to analyse the findings from the respondents. A correlation describes the degree of relationship that exist between two variables. A correlation is said to be statistically significant when the P value is less than or equal to 0.050 ($\leq$0.050).

**Table 4.4 Correlations of  Deviance and Productivity**

|  |  | Productivity | Deviance |
|---|---|---|---|
| Productivity | Pearson Correlation | 1 | -.140 |
|  | Sig. (2-tailed) |  | .002 |
|  | N | 96 | 92 |
| Deviance | Pearson Correlation | -.140 | 1 |
|  | Sig. (2-tailed) | .002 |  |
|  | N | 92 | 98 |

KNUST

Source: Researchers field data, 2013

From the table productivity is the dependent variable with deviance as the independent variable. The correlation coefficient is .002 indicating a highly significant relationship between the deviant attitudes and productivity. There is a negative significant relationship between deviance behavior and productivity. The results of this finding suggested that deviant behavior of employee have adverse effect on productivity of the organization. Studies shows that when normal work behavior goes outside the norms of the organization, its consequences are far-reaching and affect all levels of the organization including its decision-making processes, productivity and financial costs (Coccia, 1998)

**4.6 How motivation affects workers performance at the work places.**

**Table 4.5 Correlations of motivation and performance**

|  |  | Motivation | Productivity |
|---|---|---|---|
| Motivation | Pearson Correlation | 1 | .374** |
|  | Sig. (2-tailed) |  | .000 |
|  | N | 100 | 94 |
| Productivity | Pearson Correlation | .374** | 1 |
|  | Sig. (2-tailed) | .000 |  |
|  | N | 94 | 96 |

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

The researcher's findings are in line with literature as evidenced by the definition of motivation by Gareth Jones, Jennifer George and Charles Hill (2000: 427) define motivation as "psychological forces that determine the direction of a person's behaviour, a person's level of effort, and a person's level of persistence in the face of obstacles". In the table above motivation is positively significant at .000 showing a strong relationship between the two variables. This means that the higher the motivation at the workplace the better the performance of workers. In the same vein the poorer the motivation the lower the incentive and in turn the lower the productivity of the workers in Ejisu Juaben Municipality. Multiple studies have shown that motivation has positive effect on productivity. According to (Perry, Mesch, & Paarlberg, 2006) specific and challenging goals can lead to higher levels of performance, productivity, and creativity which in turn are linked with an overall stronger commitment to the organization. When employees have high autonomy, receive feedback about their performance, and have an important, identifiable piece of work to do which requires skill variety, they may experience feelings of happiness and therefore intrinsic motivation to keep performing well (Hackmam & Oldham, 1980). The result of the study shows that employees who are motivated tend to work hard to improve productivity than those who are not motivated.

It can be deduced from the above that motivation is intrinsically linked to productivity. The importance of employee motivation as a factor of productivity cannot be under emphasized. This agrees with the works of Ajila and Abiola (2007) which showed that workers who received incentives performed better than those who did not receive.

**4.7 Summary**

In this chapter, data analysis methods, study results and a discussion of the findings have been presented. Findings from this study have been found to be consistent with the findings of several related studies on employee attitude toward productivity. Data findings were described as correlations to the study variables and presented as tabulations.
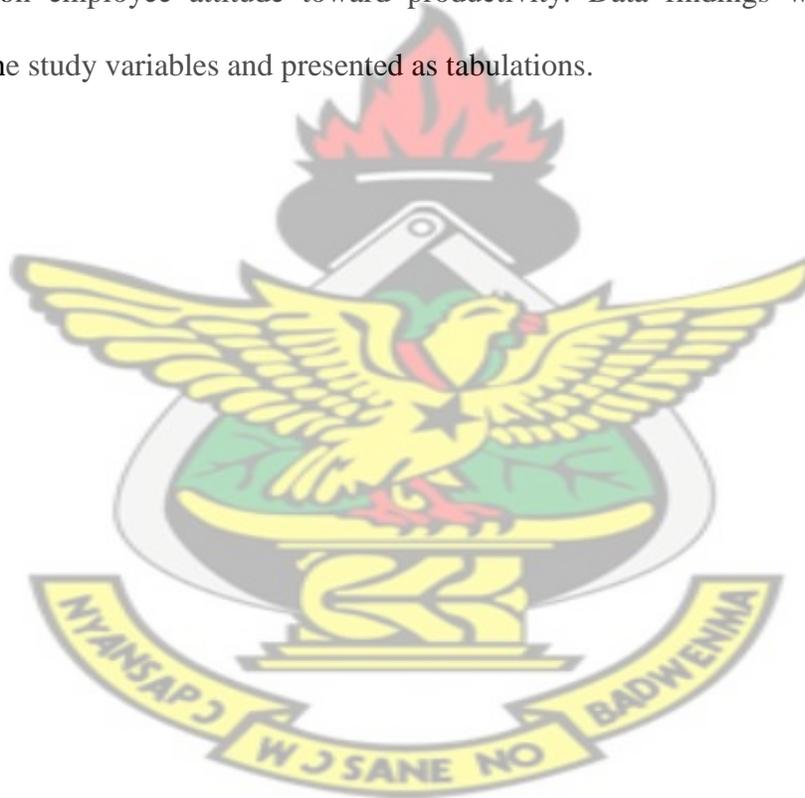
# CHAPTER FIVE

## SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

### 5.1    Introduction

This chapter presents the summary of major findings arising from the data analysis, makes appropriate recommendations on the use of motivation to affect worker attitude and consequently productivity. The study is concluded at the last section of this chapter.

### 5.2    Summary of findings

The research was conducted to identify the impact of workers attitudes on productivity in some public and private companies in the Ejisu Juaben Municipality. The general objective is to assess the level of organizational deviance. The specific objectives on the other hand were what HR factors contribute to workers' attitude (deviance), to assess how workers attitudes (deviance) affect productivity at workplace and to identify and assess how motivation could be used to improve workers performance. Below the researcher provides the summary of its findings.

### 5.2.1   Organisational Deviance

According to Robbin & Judge (2007) the attitude of a worker is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job. The response from the data gathered indicates that the respondents agree to the fact that workers behaviour with regards to time is somehow deviant as the mean responses for these questions were 2.0, 2.59, 2.50 and 2.205 respectively.  It can be observed that most of the respondents were of the view that in Ejisu Juaben Municipality comparatively more workers abused their break hours by staying out longer than the break time than the time they wasted by fantasizing or daydreaming instead of working. With a mean of 2.50 respondents indicated that workers indeed came to work

late without permission. This shows a trend that most of the workers were not time conscious and liked dilly dallying at work.

The remaining questions thus 1, 3 and 7 means of 2.03, 2.38 and 2.16 respectively, indicating that there is a slight disagreement to neutrality to the wrong behaviours in the area of integrity at the work place.

**5.2.2 Factors that contributes to workers attitude at work place.**

From the findings the researcher observed that some HR practices were highly correlated with deviant behaviours that were counterproductive at the workplace. All the 15 HR practices identified did not have significant positive correlations with deviant attitudes with the exception of Training, Better Dissemination of Information, Employee involvement in Decision making with positive correlation significant level of .015, .026 and .031 respectively. Notably the HR practices that did not show any relationship with deviant behaviour include the existence of a fair selection process for recruiting with a positive significant correlation of .982 among others.

**4.2.3 How workers attitude affects productivity at the work place**

According to Hill (1993) productivity is defined as the ratio of what is produced to what is required to produce it. Productivity measures the relationship between output such as goods and services produced, and inputs that include labour, capital, material and other resources.

The correlation coefficient was .002 indicating a highly significant relationship between the deviant attitudes and productivity. There was a negative significant relationship between deviance behavior and productivity. The results of this finding suggested that deviant behavior of employee have adverse effect on productivity of the organization.

### 5.2.4 How motivation affects workers performance at the work place.

In the analyses motivation was positively significant at .000 showing a strong relationship between the two variables. This means that the higher the motivation at the workplace the better the performance of workers. In the same vein the poorer the motivation the lower the incentive and in turn the lower the productivity of the workers in Ejisu Juaben Municipality.

It can be deduced from the above that motivation is intrinsically linked to productivity. The importance of employee motivation as a factor of productivity cannot be under emphasized. This agrees with the works of Ajila and Abiola (2007) which showed that workers who received incentives performed better than those who did not receive

### 5.3 Conclusion

After conducting the research these were the research conclusions. In the first place, the deviant attitudes that workers exhibited in Ejisu Juaben Municipality were in the area of wasting time at work by not being time conscious and revealing confidential matters as well as lack of integrity. Secondly, in the presence the HR practices of Training, Better Dissemination of Information, Employee involvement in Decision making employees exhibit deviant behaviour Furthermore, deviant behavior of employees have adverse effect on productivity of the organization. Lastly, high motivation at the workplace leads to better performance of workers.

## 5.4 Direction for future Research

From the research conducted, the following areas are open for future researchers to fill the academic gaps.

1. Researchers must examine the causes of organizational deviance among public and private institutions.
2. Researchers must establish a very effective measure of deviance to avoid socially desirable answers.
3. Examine the combination of HR practice that will lead to a reduction in organizational deviance.
4. Researchers must examine factors will improve motivation in organizations.
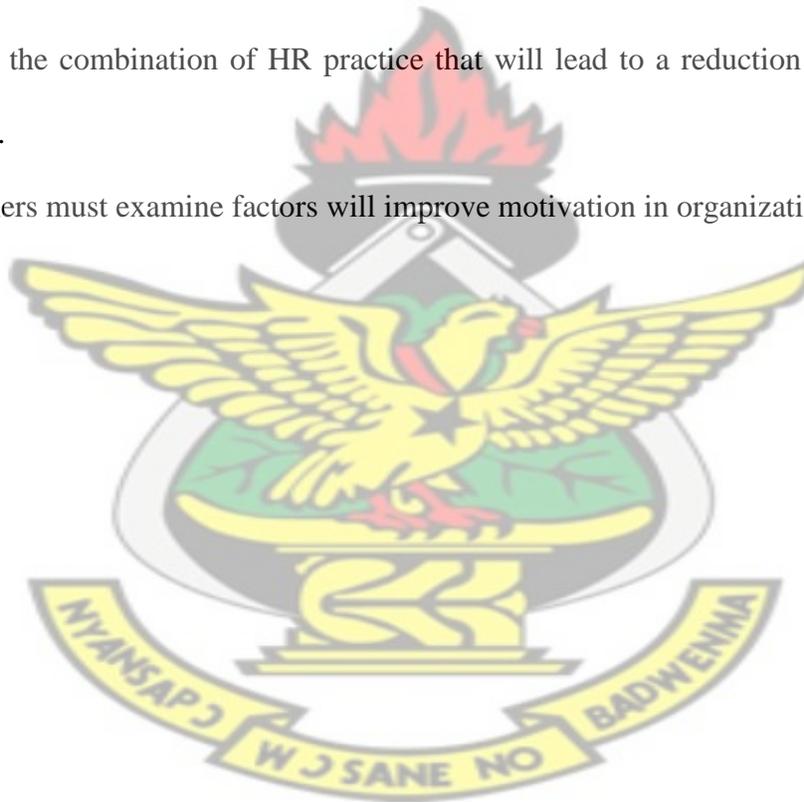
# References

1   **Ajila & Abiola (2007)** Job motivation and attitude to work as correlates of productivity among workers in manufacturing companies in Lagos State. Nigeria. Unpublished Ph'D Thesis Submitted to the department of psychology O.AU Ile-Ife Osun State, Nigeria (pp 102)

2   **Allan, A. E (2005)** Knowledge Workers Need Better Management, at the Seventeenth Annual Conference of the Society for Industrial and Organizational Psychology, Toronto. Website : www.cioinsight.com/article2/0,1540,1846780,00.asp - 94k (Accessed: 27th January, (2013)

3.  **Akinyele S. T. (2010)** The influence of work environment on workers' productivity: A case study of selected oil and gas industry in Lagos, Nigeria. African Journal on Business Management 4(3), 299–307.

4   **Akinyele, S. T. (2007)** A critical assessment of environmental impact on workers' productivity in      Nigeria. Research Journal on Business Management. 1(1), 50-61.
    **Armstrong, M. (1999)** A Hand Book of Human Resource Management Practice" 7th Edition. Kogan Page Limited London N1 9JN, UK. (pp. 25-26)

5
    **Arthur J. B., (1994 )**"Effects of human resource systems on manufacturing performance and turnover," Academy of Management Journal, vol. 37, pp. 670-687.

    **Babbie, E.R (2010)** *The Practice of Social Research.* 12th ed. Belmont, CA: Wadsworth
6   Cengage,

7   **Balk W (2003)** Why do not public administrators take productivity more seriously? Public

Pers. Manage. 3: 318-324.

8    **Bank of Ghana (2007)** Issues on Wages and Labour Market Competitiveness in Ghana. Bank   of Ghana. Accra (page 28-32)

9    **Bass, B.M & Avolio, BJ (1995)** The multifactor leadership Questionnaire. Mind Garden, Paolo  Alto, C.A

10   **Beehr, T. A. (1991)** Stress in the workplace: An overview. In J. W. Jones, B. D.  Steffy, & D.  W. Bray (Eds.), Applying psychology in business: The handbook for managers and human resource  professionals   (pp. 709-714). Lexington, MA: Lexington Books.

11   **Benner, P. (2004)** Workers physical surrounding. Impact bottom line accounting: Smarts Pros.com

12

**Bennett, R. J. &Robinson, S. L. 2000** "Development of a measure of workplace deviance," Journal of Applied Psychology, vol. 85, no. 3, pp. 349-360.

13   **Bolin A, Heartherly L (2001)** Predictor of employee deviance. The relationship between the bad attitude and bad behaviours. Journal of Business psychology 15(3); 405-415

14   **Bryman, A.(1992)**  Charisma and leadership in organization. Sege publication, Newbury C.A

15   **Bryman S.E (2003)** The role of transformational and transactional leadership in creating, sharing and exploiting organizational knowledge. In journal and leadership organizational

studies spring v913 pp22-46.

16

**Caldwell D (2001)** Employee motivation under merit systems. Public Pers. Manage. 7: 65

Cherniss C, & Kane, J.(2004) Public sector professionals: Job characteristics, satisfaction

and aspiration for intrinsic fulfilment through work. Hum. Relat. 40: 125-136

17

**Christensen, P (2002)** Motivational strategies for public managers: The budgetary belt-

tightening precipitated by the recession has placed renewed emphasis on the importance of

employee motivation. Gov. Finance. Rev. 18: 30-35.

18 **Chu,C.,Breucker,G.(2000)**Health-Promoting-Workplaces-International                Settings

Development,15

19 **Churchill, G.A (1998)** A Paradigm for developing better measure of marketing constructs.

20 **Conger J. A. Kanongo, R.N. (1988)** "The empowerment process. Integrating theory and

practice" Academy of management review v13, n 3, pp147-8

21 **Cooper,R. & Schindler P. (2000)** Business Research Methods (7e). Mcgraw-Hill

College.

22 **David Myers (1996: 297)** Psychology 10th Edition.

23 **Erasmus, B., Van Wyk, M., & Schenk, H. (2001)** South African Human Resource
Management (2nd ed.). Cape Town: Juta & Company Ltd.

24   **Fisk., D. (2003)** The federal government productivity improvement program: Status and

Agenda. Public Budgeting Finance. 7: 36-48.

25   **Fox & S. , Spector, P.E. (2005)** Counterproductive work behaviour, investigations
of actors .

26

**Fox, S. &. Spector, P. E (1999)** "A model of work frustration-aggression,"

Journal of Organizational Behaviour, vol. 20, 915-931.

27

**Froebel, P. & Marchington, M. (2005)** Teamwork structures and worker perception: a

cross national study in pharmaceuticals, International Journal of Human Resource

Management, 16(2), 256-276.

28   **Goldstein I (1991)** 'Training in organizations' in handbook of Industrial and
organizational
psychology ed. MD. Dunnette , M.L. Hough (2nd edition) V2 pp 507,  619, Palo
Alto, CA Consulting psychological press.

29   **Gareth Jones, Jennifer George & Charles Hill (2000: 427)** Psychological forces
that determine the direction of a person's behaviour

30

**Gooding, V. (2005),** 'What Will Tomorrows Organization/Company Look Like Over the

Next Couple of Decades?' in Cooper, C. L. (Ed.), Leadership and Management in the 21st

Century, New York, Oxford University Press ( pp 348)

31   **Gomez-Mejia, LR., Balkin, DB, & Cardy R.L (1995)** Managing Human Resource
Englewood Cliffs. NJ Prentice –Hall Inc.

32

**Greenberg, Jerald. 1990)** "Employee Theft as a Reaction to Underpayment Inequity: The Hidden Cost of Pay Cuts." Journal of Applied Psychology 75:561-568

33

**Greenberg, Jerald (1993)** "Stealing in the Name of Justice: Informational and Interpersonal Moderators of Theft Reactions to Underpayment Inequity." Organizational Behaviour and Human Decision Processes 54:81-103.

34

**Hawkins, Richard. (1984)** "Employee Theft in the Restaurant Trade: Forms of Ripping Off by Waiters at Work." Deviant Behaviour 5:47-69.

35

**Harris, T. E., & Nelson, M.D. (2008)** Applied organizational communication: Theory and practice in a global environment. New York: Lawrence Erlbaum.

36

**Henderson, Richard I. (1994)** Compensation Management: Rewarding Performance (6thed.). Englewood Cliffs, NJ: Prentice Hall.

37 **Herscovitch, L., Meyer, J.P., Stanley, D.J., & Topolnytsky, L. (2002)** Affective, Continuance, and Normative Commitment to the Organization: A meta-analysis of Antecedents, Correlates, and Consequences. Journal of Vocational Behavior, 61,20-52.

38 **Hill, Bernolak (1997) & Bjorkman, Moseng & Rolstadas (1991)** Definition of productivity *htt//bpap.mpc.gov.my/whatproductivity.asp*

39

**Hollinger, Richard C,& John C. (1982a)** "Employee Deviance: A Response to the

Perceive Quality of the Work Experience." Work and Occupations 9:97-114--. 1982b. "Formal and Informal Social Controls of Employee Deviance." The Sociological Quarterly 23:333-343.

**40**

**Homing, Donald N. M.  (1970)** "Blue-Collar Theft: Conceptions of Property.  Attitudes toward Pilfering, and Work Group Norms in a Modem Industrial Plant." Pp. 46-64 in Crimes against Bureaucracy, edited by E. O. Smigel and H. L. Ross. New York: Van Nostrand Reinhold

**41**

**Huselid M. A. (1995)** "The impact of human resource management practices on turnover, productivity and corporate financial performance, "Academy of Management Journal, vol. 38. No. 3, pp. 635–672.

**42**

**Inandi Y (2009)** "The barriers to career advancement of female teachers in Turkey and their levels of burnout," Social Behaviour and Personality, vol. 37, no. 8, pp. 1143-1152.

**43**

**Jackson, T. (2002)**    The management of people across cultures: Valuing people differently Human Resource Management, 41, 455–475

**44**

**Jaeger, A.M. & Kanungo, R.N. (1990)** "Introduction: The need for indigenous management in developing Countries", London, Routledge (pp 87-88).

**45**

**Jones, E., Watson, B., Gardner, J., & Gallois, C. (2004)**   Organizational Communication: Challenges for the new century. Journal of Communication, 54(4), 722-750.

46

**Jones, A., Richard, B., Paul, D., Sloane K., & Peter, F. (2007)** Effectiveness of teambuilding in organization. *Journal of Management,* 5(3), 35-37.

47   **Joppe, M. (2000)** The Research Process. Retrieved February 25, 1998, from http://www.ryerson.ca/~mjoppe/rp.htm

48   **Kelly, T. & Nanjiani, N.(2003)** Empowering the Knowledge Worker With Internet Learning,"The   Productivity Pyramid: A Cisco Approach to Internet Learning", Cisco Press,                                             Website                                             : www.clomedia.com/content/templates/clo_col_pyramid.asp?articleid=185&  zoneid=95  - 29k – (Accessed: 27ᵗʰ January, 2013)

49

**Keyton, J. (2011)** Communication and organizational culture: A key to understanding work experience. Thousand Oaks, CA: Sage.

50   **Kyko O.C. (2005):** Instrumentation: Know Yourself and Others. New York: Longman

51    **Lambert S. (2005)** Added benefits: The link between work life benefits and organizational citizenship. Academy Management Journal.43: 5.

52   **Lazarus, R. S., & Folkman, S. (1984)** Stress, appraisal and coping. New York, NY: Springer

**53**  **Lee et al. (2001)** The unfolding model of voluntary turnover: A replication and extension. Academy of Management Journal, 42: 450–462

**54**  **Lilia E., 2000:** Iceberg project summary - Personal productivity in a knowledge intensive environment: A weblog case, Telematica Instituut,: http://www.telin.nl/projecthome.cfm?language=en&id=150

.0.1

**55**  **Lynch, P., R. Eisenberger & R. Armeli, (1999)** Perceived organizational support: Inferior versus superior performance by wary employees. J. Appl. Psychol., 84: 467-83.

**56**  **Makrides, L.(2004)**   The Case for Workplace Health Promotion. Newsbeat of CACR,12,1-6. (Accessed: 31st January, 2013)

**57**  **Manikandan, K. (2002)** Mental health as a moderator of job attitudes and performance. Unpublished Doctoral Dissertation, University of Calicut, Kerala.

**58**   **Medium Term Development Plan (2010-2013):** Ejisu Juaben Municipal Assembly. Ejisu

**59**  **Meyer, J.P.&Allen N.J.,(1991)** A three-component conceptualization of organizational commitment. Hum. Res. Manage. Rev., 1(1): 61-89.

**60**  **Mossholder, K. W., Settoon, R. P., & Henagan, S.( 2005)** A relational perspective on turnover: Examining structural, attitudinal, and behavioral predictors. Academy of Management Journal, 48: 607–618).

**61** **Neale P., S. & Boyce.,C (2006)** Preparing a case study: A guide for designing and conducting a case study for Evaluating Input. Pathfinder International.www.pathfind.org. (pp 54).

**62** **Parker, O. Wright L.(2000)** 'Pay and employee commitment the missing link' In Ivory Business Journal Jan, V 65 13 pp 70-79

**63** **Rhoades, L.& Eisenberger (2002)** Perceived organizational support: A review of the literature. J. Appl. Psychol., 87: 698-714.

**64**
**Robinson, S. L. & Bennett, R. (1995)** A typology of deviant behaviours: multidimensional scaling study. Academy of Management Journal, 38, 555-572.

**65**
**Robbin, S.P &| Judge T.A (2007):** Organizational behaviour. Upper Saddle River, New Jersey. (pp45)

**66** **Rotter, J.B. (1966):** Generalized expectancies for internal versus external controls of reinforcement. Psychological Monographs, 80 (Whole no. 609)

**67** **Rupp, A. D.& Smith, W. T. (2003)** An examination of emerging strategy and sales performance: motivation, chaotic change and organizational structure', Marketing Intelligence & Planning, vol. 21, no. 3, pp. 156-167

**68** **Sao, B. K. & Suri, G. (2005)** Getting it right with e-learning, Indian Management, July 2005,   pp 60-66

69
**Schuler R. S. & Jackson S. E. (1987)** "Linking competitive strategies with human resource management practices," The Academy of Management Executive, vol. 1, no. 3,pp. 207-219.

70
**Skarlicki D. P.& Folger R. (1997)**, "Retaliation in the workplace: The rules of distributive, procedural, and interactional justice," Journal of Applied Psychology, vol. 82, 416-425.

71  **Soy S. K. (1997)** The case study as a research method. Unpublished Paper, University of Texas. www.ischool.utexas.edu (pp 78). (Accessed: 12/01/2013)

72
**Spector, P. E., & Fox, S. (2005)** The stressor-emotion model of counterproductive work behaviour. In S. Fox & P. E. Spector (Eds.), Counterproductive work behaviour: Investigations of actors and targets (pp. 151- 174). Washington, DC: American Psychological Association.

73
**Spector, P. E., & Fox, S. (2002)** An emotion-centered model of voluntary work behaviour: Some parallels between counterproductive work behaviour (CWB) and organizational citizenship   behaviour (OCB). Human Resource

74
**Steers J, Porter L (2000)**     Factors affecting the context for motivation in public organizations. Acad. Manage. Rev. 7: 89-98.

**75**

**Stuhlman D. (2006)** Helping you turns data into knowledge : Knowledge Management

Terms,      Website : www.home.earthlink.net/~ddstuhlman/defin1.htm 34. (Accessed:

20/11/12)

**76    Stylusinc (2006)** Bringing the web portal into the enterprise: Evaluate employee

productivity levels and performance, Website :

http://www.stylusinc.com/WebEnable/HR/EnterprisePortals.php  (Accessed: 20/11/12)

**77**

**Tepper, B. (2000)**  Consequences of abusive supervision. Academy of Management

Journal, 43 178-190.

**78**

**Tepper, B. (2007):** Abusive supervision in work organizations: Review, synthesis, and

research agenda. Journal of Management, 33, 3, 261-289.

**79    Thomas, Jane. (2004):** Guide to Managerial Persuasion and Influence. Upper Saddle

River, N.J.: Pearson Prentice Hall, 2004. Print.

**80    Whitley, P. (2002)** Motivation, Capstone Publishing, Oxford, Great Britain

**81    Yammarino F.J Bass (1990)** 'Transformational leadership and multiple levels of analysis.

Human Relation V43 pp975-95q

**82    Yin, R.  (1993)** Applications of case study research. Newbury Park, CA: Sage publishing

**83    Yin, R. K. (1984)** Case study research: Design and methods. Newbury Park, CA: Sage

**Zellars, K., Tepper, B., & Duffy, M. (2002)** Abusive supervision and subordinates'

organizational

**Appendix-1 KWAME NKRUMAH UNIVERSITY OF SCIENCE AND**

**TECHNOLOGY, KUMASI**

**SCHOOL OF BUSINESS**

**QUESTIONNAIRE - EMPLOYEES**

**I am a researcher from KNUST undertaking a research on the topic: The impact of workers attitude towards productivity. I would be most grateful if you could please spare some few minutes of your precious time to answer all the questions that follow. The information will be used for academic purposes only hence confidentiality is assured.**

**PART I: DEMOGRAPHICS**

1. Gender:      (a) Male [   ]                (b) Female   [   ]

2. Age (in years). Please tick (√)
20 – 30 [   ]              31 – 40        [   ]              41 – 50 [   ]              51 – 60 [   ]
61 and above   [   ]

3. Marital status:      Single [   ]              Married [   ]              Divorced [   ]

4. Highest level of education. Please tick (√)
PhD [   ]        Master's Degree [   ]              First Degree [   ]              HND [   ]
SSCE/ WASSCE [   ]              Others (specify) …………………………………………..

5. How long have you been working in this organisation? ......................... years

6. What type of organisation /industry are you in? Please tick (√)
Pharmaceuticals [   ]   Education [   ]   Gov't Agency [   ]     Others [ ]Specify:...................

7. How many hours on average do you work per day? ...................Hours

8. Job title / position   ...............................................................................................

9. What type of employment contract do you have? Please tick (√)
Permanent Full Time [   ]      Part-time [   ]          Contract [   ]          Temporal [   ]

PART II: HUMAN RESOURCE MANAGEMENT PRACTICES
**Instructions**

**Please respond to the following statements by putting "√" in the block that most accurately**

**represents your opinion concerning your experience at work using the following scale:**

| 1 Strongly Disagree | 2 Disagree | 3 Neutral | 4 Agree | 5 Strongly Agree |
|---|---|---|---|---|
| | | | | |

| HR practices | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| I am provided with sufficient opportunities for training and development | | | | | |
| I receive the training I need to do my job. | | | | | |
| This department keeps me informed about business issues and about how well it's doing. | | | | | |
| There is a clear status difference between management and staff in this department. | | | | | |
| Team working is strongly encouraged in our department. | | | | | |
| A rigorous selection process is used to select new recruits. | | | | | |
| Management involves people when they make decisions that affect them. | | | | | |
| Communication within this department is good. | | | | | |
| Communication between departments is good. | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| I feel my job is secure. | | | | | |
| The rewards I receive are directly related to my performance at work. | | | | | |
| Career management is given a high priority in this department | | | | | |
| I have the opportunities I want to be promoted. | | | | | |
| The appraisal system provides me with an accurate assessment of my strengths and weaknesses. | | | | | |
| I am given meaningful feedback regarding my performance at least once a year. | | | | | |

**Instruction: Please indicate how frequent the situation occurred to you in the past year**

**1=Never      2=Once or twice   3=Sometimes         4=Often     5=Many times**

| Some employees in my organisation have | | | | | |
|---|---|---|---|---|---|
| Taken property from work without permission | | | | | |
| Spent too much time fantasizing or daydreaming instead of working | | | | | |
| Falsified a receipt to get reimbursed for more money than you spent on business expenses | | | | | |
| Taken an additional or a longer break than is acceptable at your workplace | | | | | |
| Come in late to work without permission | | | | | |
| Littered / scattered your work environment | | | | | |
| Neglected to follow your boss's instructions | | | | | |
| Intentionally worked slower than you could have worked | | | | | |
| Discussed confidential company information with an unauthorized person | | | | | |
| Used an illegal drug or consumed alcohol on the job | | | | | |

## PART II: LABOUR PRODUCTIVITY&MOTIVATION

**Instructions**

Please respond to the following statements by putting "√" in the block that most accurately

represents your opinion concerning your experience at work using the following scale:

| 1 Strongly Disagree | 2 Disagree | 3 Neutral | 4 Agree | 5 StronglyAgree |
|---|---|---|---|---|
| | | | | |

| LABOUR PRODUCTIVITY | | | | | |
|---|---|---|---|---|---|
| The salary that I receive commensurate with the job I perform | | | | | |
| My relationship with my supervisor is a Harmonious one | | | | | |
| My relationships with members of my work group are cordial as well as professional | | | | | |
| The goals of this organization are clearly known to me. | | | | | |
| I understand the purpose of this organization | | | | | |
| I have enough input in deciding my work-unit goals | | | | | |
| I am personally in agreement with the stated goals of my work units. | | | | | |
| The priorities of this organization were understood by its employees | | | | | |
| Other work units are helpful to my work unit whenever assistanceis requested. | | | | | |
| I have the information that I need to do a good job. | | | | | |

Please respond to the following statements by putting "√" in the block that most accurately represents your opinion concerning how you feel in your present job:

**Key**

**VS** - I am very satisfied with this aspect of my job.

**Sat.** - I am satisfied with this aspect of my job.

**N -** I can't decide whether I am satisfied or not with this aspect of my job.

**Dis. -** I dissatisfied with this aspect of my job.

**VD** - I am very dissatisfied with this aspect of my job.

| MOTIVATION | VA | SAT | N | DIS | VD |
|---|---|---|---|---|---|
| Being able to keep busy all the time | | | | | |
| The chance to work alone on the job | | | | | |

| | | | | | |
|---|---|---|---|---|---|
| The chance to do different things from time to time | | | | | |
| The chances for advancement on this job | | | | | |
| My pay and the amount of work I do | | | | | |
| The competence of my supervisor in making decision | | | | | |
| Being able to do things that don't go against my conscience | | | | | |
| The way my job provides for steady employment | | | | | |
| The chance to do something that makes use of my abilities | | | | | |
| The way company policies are put into practice | | | | | |
| My pay and the amount of work I do | | | | | |
| The chances for advancement on this job | | | | | |
| The freedom to use my own judgment | | | | | |
| The chance to try my own method of doing the job | | | | | |
| The working conditions | | | | | |
| The way co-workers get along with each other | | | | | |
| The praise I get for doing a good job | | | | | |
| The feeling of accomplishment I get from the job | | | | | |
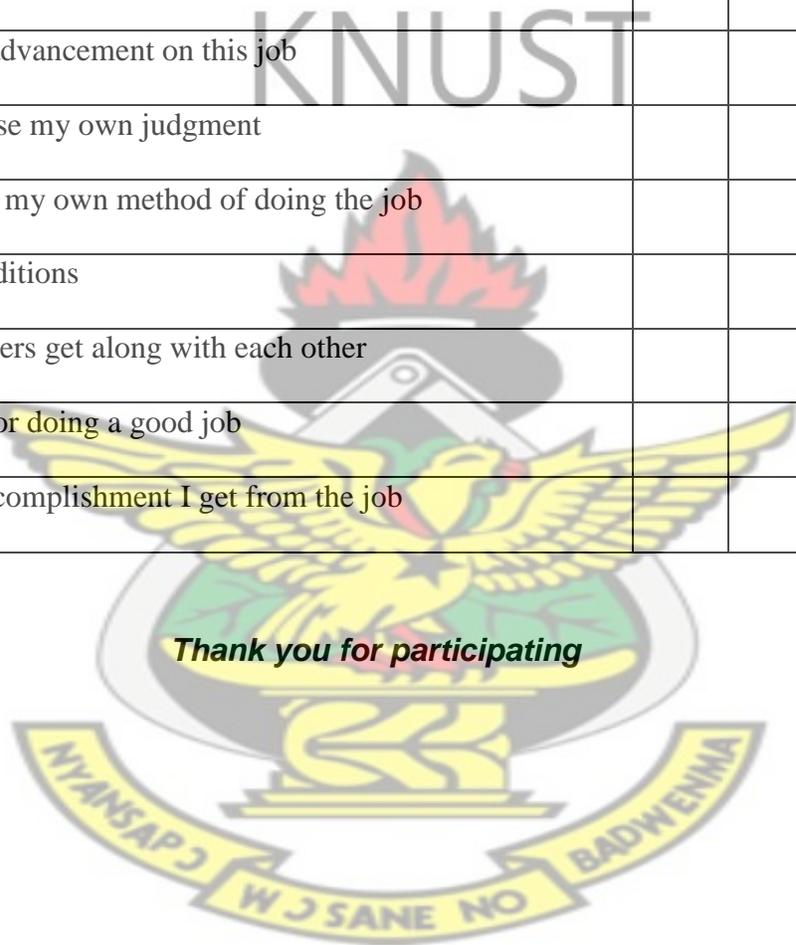
**Thank you for participating**