EXPLORING EMPLOYEE ATTITUDE AND PRODUCTIVITY AT ELECTRICITY COMPANY OF GHANA, ASHANTI-EAST

BY

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DECLARATION

I declare that I have wholly undertaken the research reported herein under the supervision of Mrs. Rosemary B. Coffie. Thus, it does not incorporate without the acknowledgement of work previously submitted for degree or diploma in this University and does not contain any publication, text or documentation except where due reference is made in the text. I am however responsible for any error found therein.

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DEDICATION

I dedicate this book to the Almighty Allah, my family and friends who encouraged and believed in me.

ACKNOWLEDGEMENT

ABSTRACT

The purposes of this study were to identify employees' attitudes towards work related activities at ECG, Ashanti- East, ascertain the factors that cause employee attitudes at ECG, Ashanti-East and ascertain the relationship between employee attitude and productivity at ECG, Ashanti-East. For the purpose of this study mixed method; non-probability convenience sampling design was used to explore employee attitude and productivity. The sample group (N = 40) consisted of male and female staff. The questionnaire looks at employee attitudes on three facets namely, employee attitudes towards work, causes of employee attitudes and relationship between employee attitudes and employee productivity. The employee attitudes towards work facets include employee participation, organizational commitment, job satisfaction, employee theft, employee lateness and employee absenteeism. Descriptive and inferential statistics were used to analyse the data. The empirical findings from the study indicate that employees in the company recognize the relationship between employee attitude and productivity. The respondents however indicated their awareness of negative employee attitudes in the company. On the subject of job satisfaction the employee1s were highly satisfied towards monetary benefits. Some of the recommendations from the study include motivation of employees to contribute to productivity, extension of data collection and observation and comparison of different factors.
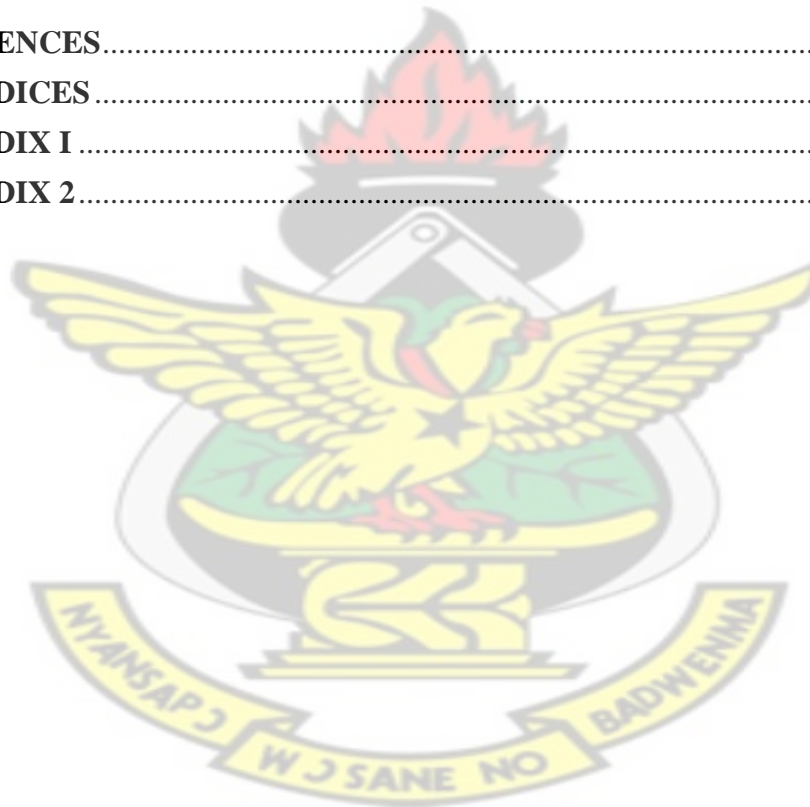
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ECG-Electricity of Ghana

CHAPTER ONE

INTRODUCTION

1.0 Background

Employees play a vital role in organisations' productivity. It can, therefore be said that a developing country like Ghana, with its abundant human resources and with the required financial support can also experience such economic success if the apt consideration is given to employee attitudes towards work in order to achieve productivity in organizations.

Attitudes exhibited by employees can directly affect the atmosphere and productivity within organisations. An environment that is professional and conducive for work needs to be created by an employer in order to keep employees motivated. If this environment is created, the employees are likely to work hard and successfully complete each assignment as expected of them.

An attitude is a psychological tendency that is expressed by evaluating a particular entity with some degree of favour or disfavour (Eagly and Chaiken 1998). Attitude describes the way an employee feels inside. These are an employee's feelings toward his employer, his co-workers and his position within the organisation. All employees have attitudes toward their working environment.

There are different types of employee attitudes that affect productivity in organisations which include job satisfaction, employee engagement, organisational commitment, employee theft, employee absenteeism, and employee lateness. Allen and Meyer (1990)

defined organizational commitment as employees' mind condition to organizations comprising three dimensions (i.e., affective commitment, continuance commitment, and normative commitment). Organizational commitment is the good relationship making employees devoted to organizational mission (Steers 1977) in order to support and make the organization better (Steers and Porter 1983).

According to Valez (1972), job satisfaction has two major components of intrinsic job satisfaction (level of satisfaction with features associated with the job itself) and extrinsic job satisfaction (level of satisfaction with various features associated with the environment). Williams and Hazer (1986) stated that job satisfaction is associated with aspects of work environment and would develop more quickly than organizational commitment. Job satisfaction is an immediate antecedent of intention to leave the workplace and turnover. Unsatisfied workers will leave their jobs more than their satisfied colleagues (Martin 1990). According to Fogarty (1994), job satisfaction refers to the extent to which employees gain enjoyment from their efforts in the workplace.

Additionally, Kahn (1990) stated that employee engagement is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The cognitive aspect of employee engagement concerns employees' beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel and whether they have positive or negative attitudes toward the organisation and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to

Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role.

With the increasing speed and scale of change in organizations, managers are constantly seeking ways to generate employees' commitment, which translates to the competitive advantage and the work attitudes such as job satisfaction, performance, absenteeism, and turnover intentions (Lok and Crawford 2001).

When an employee feels good about the work he does and feels as though the work is essentially valued, he can feel a positive drive to complete work on time and to the best of his ability. In contrast, when employees are not satisfied, committed and engaged in their work may develop negative attitudes like lateness, absenteeism and theft which have adverse effects on an employee's productivity.

Additionally, an employee's negative attitude can become obvious with other actions, such as poor performance, absenteeism, pilfering, tardiness and poor business ethics. On the other hand, employees who feel respected by you and other co-workers, and those who uphold a good attitude, usually respond in a different way and display apt behaviour in the workplace.

Organisations need to find ways to manage their employees' attitude so that positive attitudes can be exhibited by employees in order to increase productivity. It is worth noting that Ghana has a large public sector, employing the highest number of human resources with varied skills. One such organization in the public sector is the Electricity Company of Ghana (ECG). The study intends to explore employee attitude and productivity at Electricity Company of Ghana (ECG), Ashanti-East.

1.1 Statement of the problem

The attitude of employees affects their productivity in many ways and often without the consciousness of the employees themselves. While job satisfaction, organisational commitment and employee engagement usually lead to increased productivity, negative attitudes like absenteeism, lateness and theft can have the opposite effect. The Electricity Company of Ghana (ECG), Ashanti-East is one such organisation whose productivity is affected by employees' attitude since its establishment. The employees of the organisation exhibit attitudes like job satisfaction, organisational commitment, employee engagement, lateness, absenteeism and theft which lead to either high or low productivity.

However, for some years now it appears employees attitude has not been managed well in Electricity Company of Ghana (ECG), Ashanti-East. A brief interaction with some employees did show that the Management of Electricity Company of Ghana (ECG), Ashanti-East see the cost incurred in the acquisition and maintenance of plant and equipment as more relevant than that expense on managing employees' attitude towards work.

In the absence of effective employees' attitude management programmes by the Management of Electricity Company of Ghana (ECG), Ashanti-East has created the reduction of job satisfaction, employee engagement and organisational commitment. Employees who are not satisfied, committed and engaged in their work are difficult to work with. They are like mosquitoes that suck the blood of their victims. That is, they hinder the creation of positive ideas and infect their co-workers with their bad attitudes.

An individual in a working team who repetitively displays negativity or complains about everything prevents other employees to share ideas that could have positive influences on work and productivity. This is believed to have led to low productivity in the organization. The study was therefore to explore employee attitude and productivity.

1.2 Objectives of the study

1.2.1 General Objective

To explore employee attitude and productivity at Electricity Company of Ghana, Ashanti-East.

1.2.2 Specific Objectives

a. To identify employees' attitudes towards work related activities at ECG, Ashanti -East.

b. To ascertain the factors that cause employee attitudes at ECG, Ashanti-East.

c. To ascertain the relationship between employee attitude and productivity at ECG, Ashanti-East.

1.3 Research Questions

The core of this research is to understand how employee attitude affect productivity in public sector organisation especially Electricity Company of Ghana, Ashanti-East.

The following represent the questions to be asked in the study:

i. What are the employee attitudes towards work related activities at ECG, Ashanti -East?

ii. What are the causes of employees' attitudes at ECG, Ashanti-East?

iii. In what ways does employee attitude affect productivity in ECG, Ashanti-East?

1.4 Significance of the study

Organisations such as Electricity Company of Ghana (ECG), Ashanti-East invest large amounts of time and money in training and developing its employees to improve customer and employee relations and assess productivity in relation to the set objectives of the organisation.

It is very important to conduct this study because positive employee attitudes help to improve performance of employees in order to achieve specific target that have been set.

Based on the above, the purpose of this study was geared to explore employee attitude and productivity in Electricity Company of Ghana, Ashanti-East and necessary recommendations to improve employee attitudes towards productivity.

It is expected that the study will inform the Management of ECG, Ashanti-East and other organizations that in order to increase productivity, there is the need to consider and manage employees' attitude towards work. It is also to help develop and maintain a quality work life, which will provide an opportunity for employees' job satisfaction. Finally, it is to aid management of ECG, Ashanti-East and other organisations to introduce modern schemes for managing employees' attitudes to be able to meet the challenges of change in the future.

1.5 Methodology

Information was gathered from both primary and secondary sources. Primary data was derived by issuing structured questionnaire to the employees of the Electricity Company of Ghana (ECG), Ashanti-East and field notes.

Employees of Electricity Company of Ghana (ECG), Ashanti-East were served as the respondents of the study. The secondary data on the other hand was derived from sources such as books, magazines and journals from the internet.

1.6 Scope of the study

Electricity Company of Ghana (ECG), Ashanti-East was selected as a case study of the project work; the location of the branch is at Kumasi Airport Roundabout and it is a division of the Electricity Company of Ghana (ECG).

The research coverage was on how employee attitude can be of benefit to the employer in terms of productivity.

The study is limited as it looks at the impact of employee attitudes on productivity at ECG, Ashanti-East branch. The Ashanti East branch constitutes an important location of ECG and holds a large population of employees. Accordingly the analysis and conclusions will be based on this time period.

1.7 Limitations of the study

The results of the study were interpreted with caution due to the limitations of the study. Cognisance must also be taken of the fact that the results obtained from the research may

be specific to the employees where the investigation was conducted. This can be attributed to the fact that a non-probability sample in the form of convenience sampling was utilised in the study. Hence, the results acquired cannot be generalised with confidence to other companies.

In addition, although the response rate for the current study is adequate, considering the time constraints as well as access barriers, the composition and size of the sample could have been enlarged in the research. Most notably, it is possible that larger sample size would result in disparities in terms of the results obtained from the investigation as compared to the current study.

The lesson learned in this study was that the sample frame for this study was not helpful as it did not cover a broader sample size and thus it is recommended that future researchers should use a sample frame that allows them to cover a wider population.

1.8 Organization of the study

The study is organized into five chapters. Chapter one introduces the study by giving the background information on the research problem, objectives, hypothesis and scope of the study.

Chapter two deals with the review of relevant literature on the research problems and concepts with specific reference to how it applies to ECG.

Chapter three discusses the research methodology adopted for the study and relevant justifications. It outlines the methodology for carrying out the secondary and primary data collections and how results were analyzed.

Chapter four presented the findings on how employees' attitudes affect productivity in Electricity Company of Ghana, Ashanti-East. It will also lay out the researcher's analysis on the organization's responses to the impact of employees attitudes in terms of organizational productivity

Chapter five presents the conclusions drawn from the research findings and recommendations to enhance organizational effectiveness through positive employee attitudes and to ensure a stable and committed human resource.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviews interrelated literature on the concepts and definition used to explore employee attitudes and productivity. The chapter begins with a discussion of employee attitudes. An in-depth review of the key concepts of employee attitudes and productivity is also presented. The chapter concludes with a conceptual framework.

2.1 Concept of Employee Attitude

Employee attitude deals with how an organisation behaves. It involves the management directing employees into improving organisational and personal effectiveness. It plays an enormous role in determining the attitudes of employees and their job satisfaction. When employees are happy, it is usually because they are satisfied with their work. This also improves the quality of their work. Attitude and job satisfaction may not fall completely on the management but also on the employees. If employees enjoy their work, they will not need external motivation from management, but instead the satisfaction they attain from completing their work will motivate them (Robbins 2004).

An attitude is referred to as a hypothetical construct representing an individual's degree of like or dislike for an item. Attitudes are generally positive or negative views of a person, place, thing, or event (Bagherian et al. 2009). These views are often referred to as the attitude object. In this instance the attitude object is referred to as the individuals' view of the change and is not a physical entity independent of the individual (Visagie 2010).

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

Based on the above definitions, it could be cited that attitudes are related to how an individual feel or react towards his surroundings. Also, attitudes can be exhibited by an employee either positively or negatively towards his co-employees.

2.2 Types of Employee Attitudes

There are different types of positive and negative employee attitudes that affect productivity in organisations as a result the researcher has decided to use some of the types which have been enumerated below.

2.2.1 Organisational Commitment as a Positive Employee Attitude

Organizational commitment has an important place in the study of organizational behaviour. This is in part due to the vast number of works that have found relationships between organizational commitment and attitudes and behaviours in the workplace (Porter et al. 1974; Koch and Steers 1978; Angle and Perry 1981).

Sheldon (1971) defines commitments as being a positive evaluation of the organization and the organizations goals. According to Buchanan (1974) most scholars define commitment as being a bond between an individual (the employee) and the organization (the employer). Meyer and Allen (1991) and Dunham et al (1994) identified three types of commitment; affective commitment, continuance commitment, and normative commitment. Normative commitment is a relatively new aspect of organizational

commitment having been defined by Bolon in 1997. *Affective commitment* is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals (Mowday et al. 1979, Meyer and Allen 1993; O'Reily and Chatman 1986). Porter et al (1974) further characterize affective commitment by three factors (1) "belief in and acceptance of the organization's goals and values, (2) a willingness to focus effort on helping the organization achieve its goals, and (3) a desire to maintain organizational membership". Mowday et al (1979) further state that affective communication is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal" (p.225). Meyer and Allen (1997) continue to say that employees retain membership out of choice and this is their commitment to the organization.

Continuance commitment is the willingness to remain in an organization because of the investment that the employee has with "non-transferable" investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization (Reichers 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may receive that are unique to the organization (Reichers 1985). Meyer and Allen (1997) further explain that employees who share continuance commitment with their employer often make it very difficult for an employee to leave the organization.

Normative commitment (Bolon 1993) is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. In 1982, Weiner discusses normative commitment as being a "generalized value of loyalty and duty". Meyer and Allen (1991) supported this type of commitment prior to Bolon's definition,

with their definition of normative commitment being "a feeling of obligation". It is argues that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. therefore when it comes to one's commitment to their place of employment they often feel like they have a moral obligation to the organization (Wiener 1982).

Meyer, Allen, and Smith (1993) say that the three types of commitment are a psychological state "that either characterizes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization". Meyer et al. (1993) continue to say that generally the research shows that those employee's with a strong affective commitment will remain with an organization because they want to, those with a strong continuance commitment remain because they have to, and those with a normative commitment remain because they fell that they have to. Meyer and Allen (1997) define a committed employee as being one "stays with an organization, attends work regularly, puts in a full day and more protects corporate assets, and believes in the organizational goals". This employee positively contributes to the organization because of its commitment to the organization. Schwarzwald et al (1992) found that commitment was higher among employees who had been promoted, and was also related to employees' perceptions that the organisation had a preference of recruiting from their internal labour market.

2.2.2 Employee Involvement/Engagement as a Positive Employee Attitude

Employee engagement is integral to driving successful organisations. Engaged employees are satisfied and feel a sense of attachment to their job and employer. They promote the very best in the organisation to their friends and family and work towards its success. In one of the first published works in this burgeoning field, Kahn (1990 p. 694) defined employee engagement as "the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". This definition is aligned with the In sync Surveys framework, which encompasses the three components of engagement: the Head (cognitive), the Heart (emotional) and the Hand (physical). Modern organizations, especially those in the service sector, need employees who are engaged in their work, who are more proactive, more initiative and give best quality of service to the customers (Bakker and Leiter 2010; Schaufeli 2002; Bernerthet et al. 2007; Mauno et al. 2007). The researchers agree that the engagement of employees depend on their willingness to go the extra mile or in other words to do what goes beyond their job description.

One of the first challenges presented by the literature is the lack of a universal definition of employee engagement. Kahn (1990:694) defines employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The cognitive aspect of employee engagement concerns employees' beliefs about the organisation, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organisation and its leaders. The physical aspect

of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role. Truss et al. (2006) define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions.

2.2.3 Job Satisfaction as a Positive Employee Attitude

According to Hagedorn (2000), when a worker feels a high level of achievement, is intensely involved, and is appropriately compensated by recognition, responsibility, and salary, job satisfaction is enhanced. Furthermore the researcher point out how job satisfaction predicts employee engagement and explains that a worker who is experiencing a high level of job satisfaction would be likely to appreciate her or his position and be proud of the organization, resulting in high likelihood of job engagement. In this case, engagement is perceived as the final product, evidence, and the result of job satisfaction. Respectively, a disengaged worker who, due to very low levels of satisfaction, is not excited or desirous to contribute to the benefits of the organization and therefore is not actively engaged in work (Hagedorn 2000). In this relation, a number of studies argue that job dissatisfaction is a consistent predictor of burnout and turnover (Laschinger et al. 2006; Hellman 1997; Harter et al. 2002).

It is also generally held that empowered employees have higher levels of job satisfaction, primarily because of their involvement in goal setting and in making decisions that affect

their work (Blackburn and Rosen 1993; Ugboro and Obeng 2001; Laschinger et al. 2006;). Additionally, it is claimed that job satisfaction results in higher levels of employee organizational commitment, that in turn produce desirable organizational citizenship behaviour -the willingness of an individual to engage in extra role behaviour that is not generally considered a part of an individual's job description (Williams and Anderson 1991). Thus the authors argue that empowerment positively influences job satisfaction and that job satisfaction can also increase levels of employee engagement.

2.2.4 Absenteeism as a Negative Employee Attitude

Absenteeism is a habitual pattern of absence from a duty or obligation (Johns 2007). Brooke and Price (1989) described absenteeism in their research as the non-attendance of employees for scheduled work (Gibson 1966; Johns 1978; Jones 1971; Brooke and Price 1989). Employee absenteeism is a costly yet poorly understood organizational phenomenon (e.g. Johns and Nicholson 1982; Martocchio and Harrison 1993).

The impact of absenteeism on firms or even a nation's economy is enormous, taking account of the costs associated with it. A better understanding of the determinants of absenteeism can be valuable for firms and policymakers (Störmer and Fahr 2010). For this reason governments are intensively researching better ways of handling this problem. The consequences of employee absenteeism are widespread and consist of direct and indirect effects. For instance higher costs are a result of absenteeism, which can be caused both directly and indirectly. Direct costs of sickness absence to employers include statutory sick pay, expense of covering absence with temporary staff and lost production. Indirect costs, such as low morale among staff covering for those absent because of

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sickness and lower customer satisfaction, are difficult to measure, while they also influence the overall levels of output (Leaker 2008). Johns and Nicholson (1982) describe this as an essential problem, because absenteeism is actually a variety of behaviours with different causes masquerading as a unitary phenomenon.

2.2.5 Lateness as a Negative Employee Attitude

Adler and Golan (1981:544) define lateness as the tendency of an employee to arrive at work after the scheduled starting time. Rosse and Hullin (1985) argued that lateness is a behavioural outcome of certain organizational attitudes. Accordingly, the employee arriving late to work is consciously or unconsciously expressing negative feelings with the organisation. Blau (1994) found that employees who are never late to work have significantly higher levels of organizational commitment than employees who arrive late.

2.2.6 Theft as a Negative Employee Attitude

For the past several decades, auditors, financial investigators and managers, corporate and U.S. government investigators have analyzed and reported on the recurrent and increasing problem of theft among the workforce. The most widely accepted definition of employee theft comes from Greenburg's (2002) analysis, described as "the unauthorized taking, control, or transfer of money and/or property or time theft of the formal work organization that is perpetrated by an employee during the course of occupational activity". Since theft in the workplace is estimated to cost organizations as much as $600 billion in annual revenue loss and growing, it would seem that almost all organizations and countless individuals will continue to be adversely affected by employee theft (Schmidtke 2007). The more dissatisfied the employee becomes with a workplace

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situation the more likely that employee would be inclined toward engaging in criminal behaviour such as theft (Bassett 2003).

As Wells (2001) and Kulas et al. (2007) argue, most of the concluded research which identifies why employees commit theft from the employer in the first place has nothing to do with the opportunity to steal, but more of a motivation to steal. The more dissatisfied the employee becomes with the workplace situation, the more likely the employee would be susceptible to engage in criminal behaviour. According to Wells (2001), all of us have a sense of our own self-worth; however, if it's perceived that we are not being adequately compensated, then financial pressures can be a determining motive to seek retribution.

2.3 Factors that Influence Employee Attitudes

The most important issue to be addressed is the causes of employee attitudes Universally, Human Resource practitioners appreciate the importance of the work condition as cause of employee attitudes, and it is an aspect Human Resource can assist influence via organisational programmes and management practices.

2.3.1 Dispositional Influences/Personality Traits

Several innovative studies have shown the influences of a person's disposition on job satisfaction. One of the first studies in this area (Staw and Ross 1985) demonstrated that a person's job satisfaction scores have stability over time, even when he or she changes jobs or companies. In a related study, childhood temperament was found to be statistically related to adult job satisfaction up to 40 years later (Staw et al. 1986). Evidence even indicates that the job satisfaction of identical twins reared apart is

statistically similar (Arvey et al. 1989).   House et al. (1996) stipulate that an accumulating body of evidence indicates that differences in job satisfaction across employees can be traced, in part, to differences in their disposition or temperament. Despite its contributions to our understanding of the causes of job satisfaction, one of the limitations in this literature is that it is not yet informative as to how exactly dispositions affect job satisfaction (Erez 1994). Therefore, researchers have begun to explore the psychological processes that underlie dispositional causes.

Evidence also indicates that some other personality traits, such as openness, conscientiousness, extraversion, agreeableness and neuroticism can also influence job satisfaction (Judge et al. 2002). These various research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction. Openness is a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. They tend to be, when compared to closed people, more creative and more aware of their feelings. They are more likely to hold unconventional beliefs. On average, people who register high in openness are intellectually curious, open to emotion, interested in art, and willing to try new things (Boileau 2008).Conscientiousness is a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations. It is related to the way in which people control, regulate, and direct their impulses (Costa and McCrae 1998).

Extraversion is characterized by breadth of activities (as opposed to depth), urgency from external activity/situations, and energy creation from external means (Laney, 2002). The trait is marked by pronounced engagement with the external world. Extraverts enjoy interacting with people, and are often perceived as full of energy. They tend to be

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enthusiastic, action-oriented individuals. They possess high group visibility, like to talk, and assert themselves (Canadian Research & development centre for sciences and culture 2012).

The agreeableness trait reflects individual differences in general concern for social harmony. Agreeable individuals value getting along with others. They are generally considerate, kind, generous, trusting and trustworthy, helpful, and willing to compromise their interests with others (Rothmann and Coetzer 2003). Agreeable people also have an optimistic view of human nature. Neuroticism is the tendency to experience negative emotions, such as anger, anxiety, or depression. It is sometimes called emotional instability, or is reversed and referred to as emotional stability. According to Eysenck's (1967) theory of personality, neuroticism is interlinked with low tolerance for stress or aversive stimuli (Noris et al. 2007). High scores on conscientiousness indicate a preference for planned rather than spontaneous behaviour. Even though organisations cannot directly impact employee personality, the use of sound selection methods and a good match between employees and jobs of job satisfaction. Similarly, Brief (1998) and Motowidlo (1996) have developed theoretical models in an attempt to better understand the relationship between dispositions and job satisfaction.

2.3.2 Cultural Influences

In terms of other influences on employee attitudes, there is also a small, but growing body of research on the influences of culture or country on employee attitudes. The continued globalization of organizations poses new challenges for HR practitioners, and the available research on cross-cultural organizational and human resources issues can

help them better understand and guide practice (Erez 1994; House 1995; Triandis 1994). The most cited cross-cultural work on employee attitudes is that of Hofstede (1980, 1985). He conducted research on employee attitude data in 67 countries and found that the data grouped into four major dimensions and those countries systematically varied along these dimensions. The four cross-cultural dimensions are individualism-collectivism, uncertainty avoidance versus risk taking, power distance, or the extent to which power is unequally distributed and masculinity/femininity, more recently called achievement orientation.

For example, the United States was found to be high on individualism, low on power distance, and low on uncertainty avoidance (thus high on risk taking), whereas Mexico was high on collectivism, high on power distance, and high on uncertainty avoidance. The four dimensions have been a useful framework for understanding cross-cultural differences in employee attitudes, as well as recognizing the importance of cultural causes of employee attitudes. More recent analyses have shown that country/culture is as strong a predictor of employee attitudes as the type of job a person has (Saari 2000; Saari and Erez 2002; Saari and Schneider 2001). There have been numerous replications of Hofstede's research (reviewed by Sondergaard 1994). The importance of culture has also been found in how employees are viewed and valued across countries/cultures (Jackson 2002). Self-sacrifice involves the employee being willing to incur personal costs or run the risk of such costs to serve the goals and mission of the group or organization (Conger and Kanungo 1987). Kotter (1996) view on change by stating that communicating the change vision with employees increase the chances of change being successful.

Countries systematically vary on the extent to which they view employees in instrumental versus humanistic ways. In terms of practical recommendations, an awareness of, and, whenever possible, adjustments to, cultural factors that influence employee attitudes and measurement are important for HR practitioners as employee attitude surveys increasingly cross national boundaries.

2.3.3 Work Situation Influences

As discussed earlier, the work situation also matters in terms of job satisfaction and organization impact. Contrary to some commonly held practitioner beliefs, the most notable situational influence on job satisfaction is the nature of the work itself—often called "intrinsic job characteristics." Research studies across many years, organizations, and types of jobs show that when employees are asked to evaluate different facets of their job such as supervision, pay, promotion opportunities, co-workers, and so forth, the nature of the work itself generally emerges as the most important job facet (Judge and Church 2000; Jurgensen 1978). This is not to say that well-designed compensation programs or effective supervision are unimportant; rather, it is that much can be done to influence job satisfaction by ensuring work is as interesting and challenging as possible. Unfortunately, some managers think employees are most desirous of pay to the exclusion of other job attributes such as interesting work. For example, in a study examining the importance of job attributes, employees ranked interesting work as the most important job attribute and good wages ranked fifth, whereas when it came to what managers thought employees wanted, good wages ranked first while interesting work ranked fifth (Kovach 1995). Of all the major job satisfaction areas, satisfaction with the nature of the work itself— which includes job challenge, autonomy, variety, and scope—best predicts

overall job satisfaction, as well as other important outcomes like employee retention (Fried and Ferris 1987; Parisi and Weiner 1999; Weiner 2000). Although emotional attachment to colleagues in the workplace is an important element of commitment, it is not enough on its own. Organisations have goals and values, and people recruited by the organisation should share these. The argument here is that in order to create commitment, the organisation must have the right sort of employees in the first instance. 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 (Akinyele 2007).

Organisations that want to build high levels of commitment should look for ways to build this through group activities both in and out of work. Thus, to understand what causes people to be satisfied with their jobs, the nature of the work itself is one of the first places for practitioners to focus on and the level of training given to employees.

2.4 Relationship between Employee Attitudes and Productivity

2.4.1 Employee Engagement and Productivity

As discussed briefly in the previous section, employee engagement has been shown to impact on organizational productivity. Research by Gallup has found low to moderate correlations between employee engagement and a range of outcome measures, including customer satisfaction, profit, productivity, turnover and safety (Harter et al. 2002). Since then, there has been a growing body of research on the links between employee engagement and key business metrics. This relationship is most noticeable when comparing units within one organisation; however it can be reliably generalised across

companies and industries (Harter et al. 2009). Indeed, business units and organisations are almost twice as likely to be successful if they are above average in employee engagement (Harter et al. 2009).

The following sections provide an explanation of how engagement impacts on key business metrics, and provides a description of relevant research into each relationship. A high degree of involvement (deep employee involvement in decision making) means that all categories of employees are involved in the planning process.

Employees who are engaged with their job and employer are more productive because they are motivated beyond personal factors. They are more focused and more motivated than their disengaged counterparts. This means they work more efficiently and with the success of the organisation in mind. Research consistently shows that low levels of employee engagement are detrimental to performance. There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions relevant to their work, then there will be benefits for both the organisation and the individual (Shadur et al. 1999).

In fact, it has been found that employees that are highly engaged are twice as likely to be top performers (Taleo Research 2009). In 2009, Harter et al. conducted a meta-analysis encompassing 199 research studies across 152 organisations in 44 industries and 26 countries. They statistically calculated the available data on business/work unit level relationship between employee engagement and performance outcomes within in each study. The studies covered 32,394 business/work units and 955,905 employees (Harter et

al. 2009). Their findings quantified significant differences between business units ranking in the top and bottom 25% on engagement. They found an 18% drop in productivity between the top and bottom performers. Additionally, there was a 60% drop in quality (measured by defects in products).

 Not only does high employee engagement increase focus and efficiency, it decreases rates of absenteeism. Because engaged employees care about what they do, they recognise the importance of their effort in contributing to the success of their employer.

Furthermore, engaged employees are more likely to use their initiative to suggest and implement improvements to safety systems. Their engagement gives them a greater sense of ownership in their role, and increases the chance of them taking on the responsibility to act on potential problems.

Research confirms that engagement lowers employees' intention to leave. The Corporate Leadership Council (2004) found that the most engaged employees are 87% less likely to leave their organisation. The same study found that the 100 best places to work (according to their research) had an average voluntary turnover rate of 13% as compared with the average of 28.5% of other businesses in the same industries. What's more, other large scale research has found that 12% of disengaged employees have no intention to leave, while that proportion rises to66% in engaged employees. Similarly, over half of disengaged employees would consider leaving their current job for another opportunity, while only 25% of highly engaged employees would consider leaving. (Towers Perrin 2003).

Research by Towers Perrin (2003) indicates that the more engaged employees at an organisation are, the more likely it is to exceed the industry average in one-year revenue growth. Specifically, there is a trend showing that highly engaged employees work for organisations that had revenue growth at least one percentage point above the average for their industry, while the organisations of the most disengaged employees work for companies where revenue growth falls one or two percentage points below the average (Towers Perrin 2003). However, it should be noted that there is probably another factor at work here, in that organisations that are performing better may be more likely to attract more engaged people.

2.4.2 Employee Commitment and Productivity

In the past research it has been discussed that organizational commitment will lead to behavioural outcomes: lower turnover and higher performance. Highly committed employee should have a weak intention to quit. Studies by Angle and Perry (1981) and Jenkins (1995) revealed a negative relationship between turnover intentions and organizational commitment. According to Konovsky and Cropanzano (1991) and Meyer and other (1989) have uncovered a positive relationship between commitment and job performance. Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance that the uncommitted employees.

Employee commitment can benefit organization in a number of ways such as it can improve performance; reduced absenteeism, and turnover thereby resulting in sustained

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productivity. Commitment to organization is positively related to such desirable outcomes as motivation (Mowday et al. 1979). Horton too stated that organization commitment could result in less turnover absenteeism, thus increasing organization productivity (Schuler and Jackson 1996). Employees with high level of organizational commitment provide a secure and stable workforce (Steers 1977) and thus providing competitive advantage to the organization.

The committed employee has been found to be more creative; they are less likely to leave an organization than those who are uncommitted (Porter et.al. 1974). According to Arturo L. Tolentino (2004) Sustained productivity improvement depends on the enterprise's human capital (the skills, knowledge, competencies and attitudes that reside in the individual employee of the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc. among these individuals.

A committed employee is perceived to be one who stays with the organization even in turbulent times, attends work regularly, protects company's assets and shares company's goal (Meyer and Allen 1997).Therefore it is evident that for sustained productivity, employee commitment is an important factor. Auto-component industry is a booming industry in which not many commitment based studies have been conducted so we have taken it for our research. This industry has also faced lot of workforce challenges in the form of strikes. So, our study becomes much more important.

2.4.3 Job Satisfaction and Productivity

The study of the relationship between job satisfaction and job performance has a controversial history. The Hawthorne studies, conducted in the 1930s, are often credited with making researchers aware of the effects of employee attitudes on performance. Shortly after the Hawthorne studies, researchers began taking a critical look at the notion that a "happy worker is a productive worker." Most of the earlier reviews of the literature suggested a weak and somewhat inconsistent relationship between job satisfaction and performance. People who are happy with their jobs exhibit superior job performance (Graen et al. 1982; Jones 2006). Maloney and McFillen (1986) argued that the more satisfied an employee is the less turnover and absenteeism occurs.

However, further research does not agree with this conclusion. Organ (1988) suggests that the failure to find a strong relationship between job satisfaction and performance is due to the narrow means often used to define job performance. Organ argued that when performance is defined to include important behaviours not generally reflected in performance appraisals, such as organizational citizenship behaviours, its relationship with job satisfaction improves. Research tends to support Organ's proposition in that job satisfaction correlates with organizational citizenship behaviours (Organ and Ryan 1995).In addition, in a more recent and comprehensive review of 301 studies, Judge et al. (2001) found that when the correlations are appropriately corrected (for sampling and measurement errors), the average correlation between job satisfaction and job performance is high. In addition, the relationship between job satisfaction and performance was found to be even higher for complex (e.g., professional) jobs than for less complex jobs. Thus, contrary to earlier reviews, it does appear that job satisfaction is,

in fact, predictive of performance, and the relationship is even stronger for professional jobs.

2.4.4 Absenteeism and Productivity

The effects of absenteeism are difficult to quantify though various researches have attempted valuing it. Absenteeism costs the UK government £12 billion pounds yearly, (Taylor 2005). That figure can be a full year budget for most developing countries especially in Africa and Asia. According to Armstrong (2006), managers are usually provided with a specification tasks with limited time-frame within which to report back to their superiors for assessment. Consequently, an unplanned absence may significantly affect managers flexibility, time and the speed at which the work and for that reason, may cause irritation for management as a whole.

Productivity losses due to employee absence cost organizations millions of dollars each year (Dalton and Mesch 1991; Mason and Griffin 2003). Although numerous dispositional, attitudinal, demographic, health, economic, and social factors have been linked with an *individual's* decision to attend work (Harrison and Martocchio 1998; Muchinsky 1977), researchers have also shown that conceptualizing absenteeism as a construct at the *work-unit level* offers novel insights regarding its causes and correlates (e.g., Dineen et al. 2007; George 1990; Markham and McKee 1995; Mason and Griffin 2003). In addition, researchers have repeatedly asserted that careful attention to temporal issues in absence research can yield better understanding of absence and its purported causes (Fichman 1989; Harrison and Martocchio 1998; Martocchio and Harrison 1993; Mason and Griffin 2003).

2.4.5 Lateness and Productivity

For an organisation, lateness has both economic and psychological implications. When productivity or output levels are affected, an organisation's efficiency may be compromised (Blau 1994; Steers and Rhodes 1978). An employee's late arrival, particularly if the function performed at work is critical, may disrupt an organisation's production schedule (Groeneveld and Shain 1985). If employees are part of a service-oriented organisation, their lateness may affect the quality or quantity of service offered, especially when fellow workers or consumers depend directly or indirectly on the latecomer's presence. Blau (1994) who found that employees who are never late to work have significantly higher levels of organisational commitment than employees who arrive late.

Lateness is described as arriving at work later or leaving earlier than required. Problems associated with lateness include compromised organizational efficiency (Blau 1994). Tardy and late employees responsible for critical tasks can negatively affect organizational production. Cascio (1987) states that other employees may begin to imitate the example set by the behaviour of tardy employees.

2.4.6 Theft and Productivity

Employee theft is estimated to account for billions of dollars of loss globally each year (Camara and Schneider 1994), with employees accounting for more theft than customers (Hollinger et al. 1996). Kuhn (1988) who estimated that approximately 35% of employees steal from their employers and the financial losses are in billions. Bennett and

Robinson (2000) who stated that 52% of people reported taking property from work without permission.

This may include large embezzlements or the pilfering of pencils and paperclips, but the losses in the aggregate are substantial. At least one study suggests that 45% of companies experience financial fraud, with average losses of $1.7 million (Smithikrai 2008). Factors such as Conscientiousness have been shown to be negatively related to theft behaviours (Ones and Viswesvaran 2001). Many organizations use integrity tests during the initial screening process for new employees in an effort to eliminate those considered most likely to commit theft (Bolton et al. 2010). Causes of employee theft include characteristics of the individual and environmental conditions such as frustrating and unfair working conditions.

It has been estimated that employee theft results in an annual loss exceeding 40 billion dollars for American businesses (Palmiotto 1983); ten times that of street crime. In fact, the greatest source of loss due to crimes against business comes from employee theft (American Management Association 1977) making it the most expensive form of non-violent crime against business (Greenberg 1990). Over and above an organisation's potential losses in profits, is the more deleterious consequence of employee theft being a major factor in 20% to 30% of bankruptcies (American Management Association 1977: Morgenstern 1977). Kanter (1983) suggests a large number of employees will engage in employee theft if they see others doing so without being apprehended or punished. Mohsin (2006) stated that consistency and accountability at each level of operation can help reduce the opportunity for employee theft. Therefore, a well-designed system of

internal controls becomes critical. Such systems may help decrease the opportunities an employee has to steal from their employer.

2.5 Conceptual Framework

A conceptual framework was created. Research findings indicated that dimensions of job satisfaction, organizational commitment, and employee engagement have mediated positive effect on productivity. Organizational productivity fully mediates the relationships between job satisfaction and performance and between organizational commitment and performance and employee engagement and performance. Furthermore, job satisfaction is positively correlated with organizational commitment and employee engagement. On the other hand employee absenteeism, lateness and employee theft lead to negative effect on productivity as a result of low performance.

The diagrams below represent the relationship between employee attitudes and productivity. On the left hand represent negative employee attitudes and their relationship with productivity and the one on the right stands for positive employee attitudes and their effect on productivity.
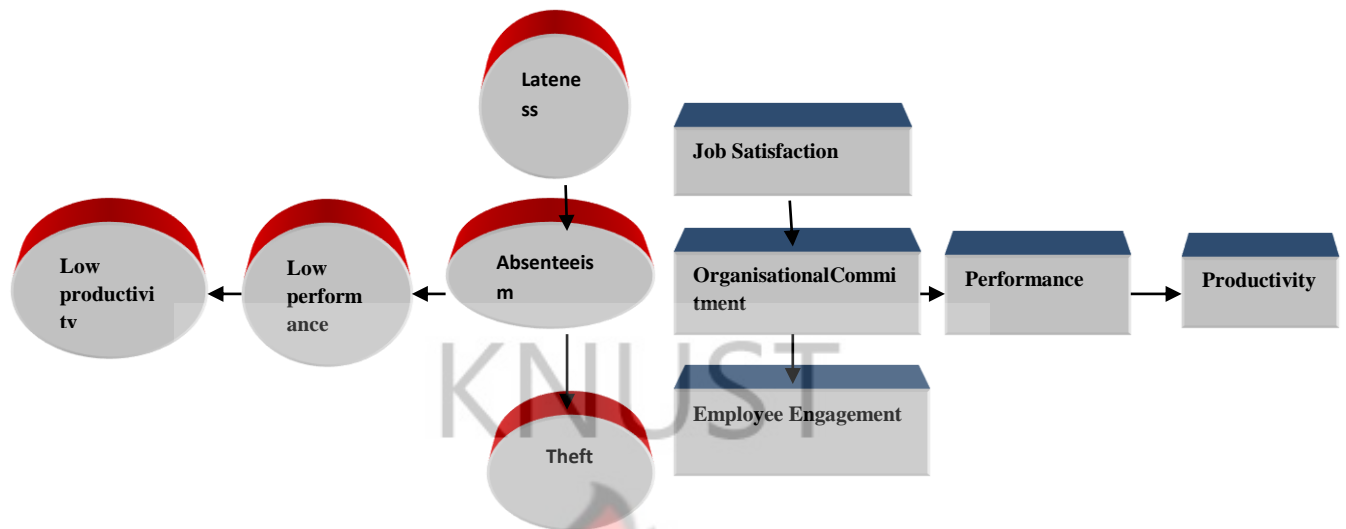
Figure 2.1 Conceptual Framework

Regarding the conceptual framework, there are lots of researchers studying the relationships of job satisfaction, organizational commitment, employee engagement, employee absenteeism, employee lateness, employee theft and productivity in a wide variety of fields. The conceptual framework was positively and negatively compatible with job satisfaction, organizational commitment, employee engagement, absenteeism, lateness and theft. Positive employee attitudes are positively linked to performance and productivity while negative employee attitudes are negatively related to performance and productivity.

2.6 Conclusion

Since employee's job performance is one of the important factors for an organisation to compete in this global market, the purpose of the study is to explain and empirically test the effect of employee attitude towards productivity. The literature review has drawn an overview on how employees' attitudes affect productivity in organisations. According to

Edwards (2001), effective scrutiny and interpretation of employee attitude survey data is essential in order to comprehend the results and, in turn, take suitable actions to improve organisational commitment, employee engagement and job satisfaction.

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

The literature has enabled the research to be focused on those elements which are closely aligned with the research questions. Identification of the causes and effects of employees' attitude form an important part of both the quantitative and qualitative research undertaken as part of this study.
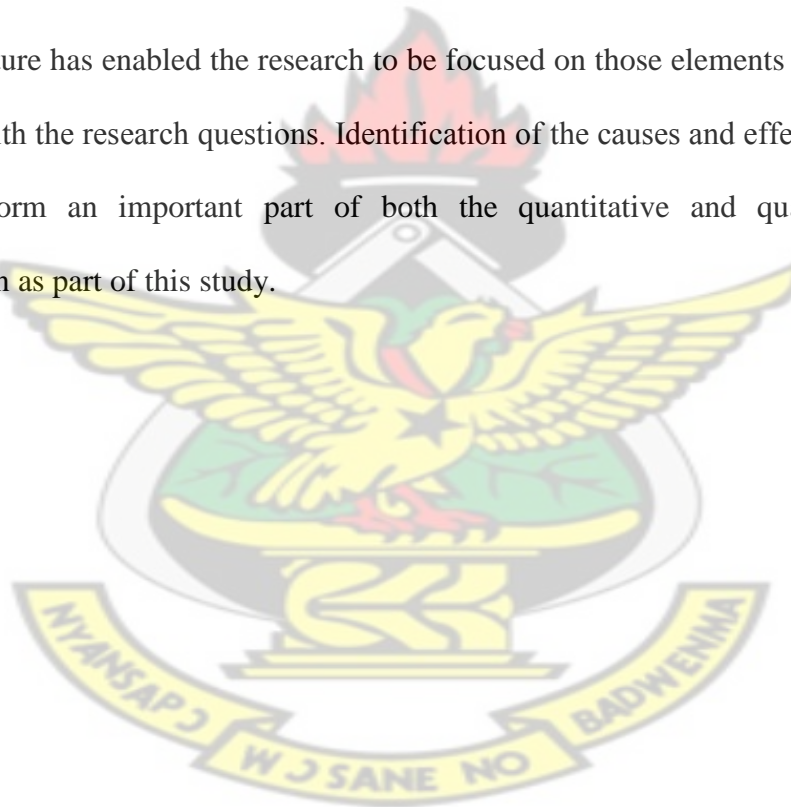
CHAPTER THREE

METHODOLOGY AND ORGANISATIONAL PROFILE

3.0 Introduction

This chapter is being connected with the method of inquest on how to be acquainted with and employ specific procedures for collecting and scrutinizing data of the study. Information and acuity of ideas have been gathered via inductive qualitative methods, using semi-structured interview procedures. This research method was deemed most apt as we are dealing with the individual for the insight of the process. However, the research has also depended on quantitative methods in order to gather extensive data from as many sources as possible. The research needed to establish if the ideas and procedures of the manager interviewed had been communicated and embedded with the staff. This presented an opportunity to gather information from employees in Electricity Company of Ghana, Ashanti -East.

3.1 Research Design

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

the benefit of producing diverse responses from an extensive range of respondents in the selected study population.

3.1.1 Research Strategy

Many scholars have come with different methods to carry out research; nevertheless, none of the methods seems superior over the other. However, it is based on the message the researcher has to pass on in the research that will best determine the choice of the research method. There are different types of research methods that could be used when doing research. The methods include: qualitative research, quantitative research, and a mixture of both qualitative and quantitative research (mixed methodology). During this research, both qualitative and quantitative methods will be used.

The qualitative method was used because it best answers the questions of "why" through the analysis of unstructured information from the interview conducted. This type of method may include data collection from participant observation, content analysis, conversation analysis, focus groups, and interviews (Piekkari and Welch 2004).

Likewise, a quantitative approach is equally used because it is necessary to have the absolute values of certain key issues during the research. Reason being that these values can be examined in an unbiased manner. Quantitative research method is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. (Kumar 2008) In this quantitative research, the main objective measurements are taken through instrumentations rather than through human judgment. Furthermore, phenomena are studied by separating the variables into parts, exploring and analyzing selected variables, and establish the relationships among them. (Taylor 2005).

Though quantitative research is mostly used in large samples to carry out generalized conclusions, it will not be appropriate to roll out quantitative research method completely during this research. The study adopted the mixed method approach because the study deals with a relatively unknown area, and as a result a mixed method allows a detailed investigation of the research questions. Also, the choice of the mixed method approach was used because it increases the validity of the findings as the negative aspect of one method would be compensated by the positive aspect of the other method.

3.2 Target Population

The population of this study comprised staff of Electricity Company of Ghana, Ashanti - East. The population consists of both the employees and management. The total Population was forty (40) made up of thirty-five (30) employees and ten (10) senior managers. Each department of the organisation was taken into consideration.

3.3 Sample and Sampling procedures

Sampling techniques offer a variety of methods that facilitate to lessen the amount of data from a sub group rather than all possible cases or elements. Stratified sampling and simple random sampling were used to select thirty (30) staff and ten (10) management members with regard to the positions occupied by each employee in the organisation.

Simple random sampling was used in administering the questionnaires. The rationale behind using this particular sampling technique is that every respondent in the research population stood the chance of being selected. Stratified sampling is good for this study because it ensures the presence of key subgroups within the sample.

3.4 Sources of Data

Numerous methods are used in research work to gather data. It is, however vital to note that the selection of a particular method to gather data ought to be decided upon in the context of one's problem. The frequently used methods are questionnaire, interviewing, directing, observation, participant observation, and publish book from authors, public reports, documentary evidence etc which falls under primary and secondary source of data collection.

3.4.1 Primary Data

A primary research was carried out in the Electricity Company of Ghana, Ashanti -East to assess the opinions of the staffs and their management of the impact of employees' attitude on productivity. The data were collected in the form of interview and questionnaire. The uses of interviews help to gather valid and reliable data that are relevant to the research question and objective. The type of interview used for the study was structured interviews and semi-structured interview. Nevertheless, some of the questionnaires were semi-structured and unstructured which were open, given the respondents the chance to answer certain questions the way they know it to be. The use of the questionnaire complimented the data from the interviews in that it gave an insight into the attitudes and feeling of the management to the process. Although not providing the quality of data received from the interview with the manager it helped the researcher formulate the interview questions by providing an additional source of data on areas of interest to the study. Thirty questionnaires were designed and administered to the respondents. Each questionnaire contains fifty-nine (59) questions.

3.4.2 Secondary Data

Secondary data was collected from internet, textbooks and other reference books to achieve the objectives of the study. Secondary data from the research was gathered through the use of books, journals, and other documents. The secondary data needed for the analysis was collected from publicly available sources.

3.5 Data Collection Instruments

3.5.1 Questionnaire

Comprehensive research instruments were created and tested before the actual investigation commenced. A questionnaire for this research was administered to thirty (30) employees; this questionnaire was developed after discussions with the employees. The items were subsequently edited and vigilantly selected bearing in mind the research questions. The questionnaire was in one part only, constituting the main items, which directly addressed the research questions. The first eight items were expected to provide answers on demographics.

Information on employee involvement at E.C.G, Ashanti -East was categorized under items 1-5 in the questionnaire, their benefits to employees in the various departments. Items 6-10 sought information on organisational commitment. Items 11-15 were to seek insight into Job satisfaction.

Items 16-30 were basically on negative employee attitudes such as theft, lateness and absenteeism. The remaining items were basically to throw more light on the causes of

employee attitudes and the relationship between employee attitudes and productivity. The questionnaire significantly assisted the researcher in the data analysis.

3.5.2 Interview

The management was also interviewed to solicit their views regarding employees' attitude in the company and whether there is a documented policy in place to monitor employees' attitude.

3.6 Data Analysis

Data collected from the questionnaire and interviews were to make inference and entered into an analysis package called Statistical Package for Social Sciences (SPSS). This was done by keying responses into the data entering program, electronically.

The data was summarised into statistical tables, graphs, charts to make interpretation easier. Percentages were calculated on these figures tables and charts were used to compare in order to establish connection between the set of data collected to make sense out of it. Content analysis was used to analyse the responses from the interview. Discussion, conclusion and recommendation were made out of this summarised data analysis.

3.7 Organisational Profile of Electricity Company of Ghana

The Electricity Company of Ghana is a limited liability Company wholly owned by the Government of Ghana and operating under the Ministry of Energy (ME). The Company was incorporated under the Companies Code, 1963 in February 1997. It began as the

Electricity Department on 1st April 1947 and later became the Electricity Division in 1962. It was subsequently converted into the Electricity Corporation of Ghana by NLC Decree 125 in 1967.

Until July 1987, the responsibility for distributing and supplying power in the country rested on ECG. The Government created the Northern Electricity Department (NED) as a subsidiary of Volta River Authority (VRA) in 1987 which took over from ECG the responsibility for the management of electric power distribution in Brong Ahafo, Northern, Upper East and Upper West Regions. The Company (ECG) is however responsible for the distribution of electricity in the southern part of Ghana namely, Ashanti, Central, Eastern, Greater Accra, Volta and Western Region.

3.7.1 Vision of Electricity Company of Ghana

Is to be among the leading electricity distribution companies in Africa.

3.7.2 Mission of Electricity Company of Ghana

To provide quality, reliable and safe electricity services to support the economic growth and development of Ghana (Electricity Company of Ghana 2014)

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS AND DISCUSSIONS

4.1 Introduction

This chapter presents the results of the study and the interpretation of the data findings. The data

collected has been analysed in line with the research objectives. It provides the information to demonstrate achievement of the research objectives which were described in Chapter one. It further depicts the demographic and inferential information in graphical and tabular formats.

4.2 Demographic characteristics and company profile

This subsection is devoted to presenting and analysis of general information of respondents collected through structured questionnaire. Eight questions have been used for collecting general information from the respondents. The general information includes occupation, gender, age, marital status, education qualification and service period in the company. A summary of the demographic data is displayed in Tables 4.1.

4.2.1 Gender of respondents

There were 40 respondents involved in the study. Out of the 40, 30 representing 75% were males while 10 were females and represents 25 %. Table 4.1 shows the visual impression of males and females respondents that were considered in the research study.

4.2.2 Age group of respondents

Age distribution of respondents shows that most of respondents are in age category of 31-40 years. That is, 52.5 % of respondents. The youthful nature of the respondents has implications on the survey conclusions. Inferences can be drawn out of this as well as in subsequent research works. Table 4.1 depicts age group of respondents.

4.2.3 Educational level

Respondents were asked to indicate their highest educational qualification. Collected data on education qualification is presented at the table 4.1. According to the given data in table4.1 below, HND/Diploma recorded the most frequent of the respondents in the sample. That is, 20 employees have graduated polytechnic and other tertiary institution.

4.2.4 Length of work in the company

Table 4.1 indicates that most of the respondents (50%) have 5-10 years experience in the company. Respondents with 1-5 years experience account for 37.5% of the sample. This result gives credence to the youthful nature of the surveyed population. It is also possible to cross tabulate the length of service in the company with age of respondents in order to assess whether this phenomenon is as a result of say, high turnover rate in the company. Table 4.1 shows the details of respondents' length of service in the company.

4.2.5 Employment status

Results from the analysis for the employment status of respondents show that 100% are employed full time. Table 4.1 depicts respondents' employment status.

Table 4.1 Demographic characteristics of respondents

Demographic	Categories	Frequency	Percent
Sex of Respondent	Male	30	75
	Female	10	25
Total		40	100
Age of respondents	21-30	16	40
	31-40	21	52.5
	41-60	3	7.5
Total		40	100
Educational level	Masters	3	7.5
	Degree	15	37.5
	HND/Diploma	20	50
	SSS	2	5
Total		40	100
Length of work	1-5	15	37.5
	5-10	20	50
	Over 10 years	5	12.5
Total		40	100
Employment status	Full Time	40	100
Total		40	100

Source: Field survey, 2014

4.3 Effects of Employee Attitudes on Productivity at ECG

The investigation focused on two variables: employee attitude and productivity. The employee attitudes represent the independent variables, while productivity the dependent variables. All variables were measured on a 5-point Likert scale. The scale used to interpret the variables includes Strongly Disagree, Disagree, Neutral, Agree and finally Strongly Agree.

4.3.1 Employee Attitudes towards work

In this study, six attitudes were selected to measure the level of employee attitudes towards work at ECG, that is, employee involvement, organisational commitment, job satisfaction, lateness, absenteeism and theft.

The rationale for finding this was to relate the employees' attitudes to the productivity levels at ECG.

4.3.1.1 Employee involvement and engagement as a Positive Employee Attitude

Under this section, five items (questions) were deployed to measure the level of employee involvement and engagement. In terms of supervisors asking for employees' opinion in decision making, 53.3% of employees surveyed agreed that the practice was carried out in the company. 12 of employees, representing 40% strongly agreed while 6.7% were neutral on the phenomenon. It can therefore be concluded that most of the respondents agree to the fact that their supervisors seek their opinion in decision making.

When asked about the degree to which employees are involved in planning and implementation process in the company.50.0% said they agreed, while 11 (36.7%) strongly agreed. 2 (6.7%) were neutral, 1(3.3%) disagreed and 1(3.3%) strongly disagreed. It stands clear that employees are well involved in planning and implementation process of the company.

With respect to training giving to respondents, it indicates that 14(46.7%) said they strongly agreed, 16(53.3%) said they agreed. This means the respondents are given training which enables them to perform their work well.

When asked whether employees are greatly involved in the affairs of the organisation because their pay is affected by the level of the overall performance of the organisation. It shows that 16(53.3%) of the respondents said they strongly agreed, 6(20%) of the respondents agreed, 4(13.3%) disagreed, 2(6.7%) were neutral while 2(6.7%) strongly disagreed. Then it can be concluded that the respondents are well involved in the affairs of the company.

Again respondents were asked whether they get the information they need to do their job well. It shows that majority of the respondents agreed 14(46.7%), 9(30.0%) said they strongly agreed, 4(13.3%) of the respondents disagreed, 2(6.7%) were neutral while 1(3.3%) said they strongly disagreed. It can be concluded that the company provides the respondents with relevant information to carry their job well so as to increase performance and productivity.

The above analysed affirms with Harter, et al. (2009) view on employee engagement in that not only does high employee engagement increase focus and efficiency, it decreases

rates of absenteeism. Because engaged employees care about what they do, they recognise the importance of their effort in contributing to the success of their employer. This means that employees consistently turn up to work and work well while they are there. . Figure 4.1 shows the calculated summary of the five employee involvement items.

Employee involvement and engagement
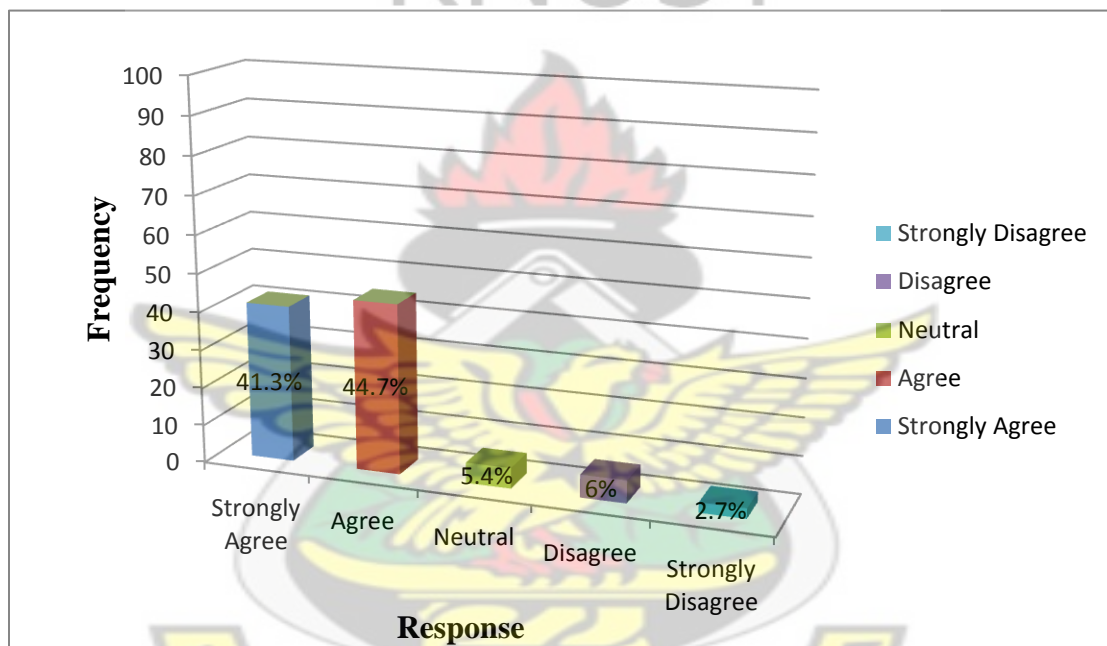
Figure 4.1 Employee involvement and engagement

Source: Field survey, 2014

4.3.1.2 Organisational commitment as a Positive Employee Attitude

In order to measure organizational commitment, two items were used. The first item measured the level of employees' willingness to put themselves out just to help the

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organisation. The second looked at employees hard work contributes to the organisation's success.

From the study conducted, 14(46.7%) respondents out of the population agreed, 8(26.7%) said they strongly agreed that employees are willing to put themselves out to help the company, 4(13.3%) strongly disagreed, 3(10%) of the respondents disagreed while 1(3.3%) respondent was neutral that employees are not willing to put themselves out to help the company.. Looking at the responses, majority of the employees are willing to put more efforts to assist the company achieve its objectives.

Similarly, majority (70.0%) of the respondents representing 21 strongly agreed and 9(30.0%) agreed on how hard work contributes to ECG success. This means respondents affirm the positive impact of their hard work on ECG success.

This relates to Konovsky and Cropanzano (1991) and Meyer and other (1998) position on organisational commitment who uncovered a positive relationship between commitment and job performance. Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance that the uncommitted employees. . Figure 4.3 shows the calculated summary of the two organisational commitment items.

Organisational Commitment
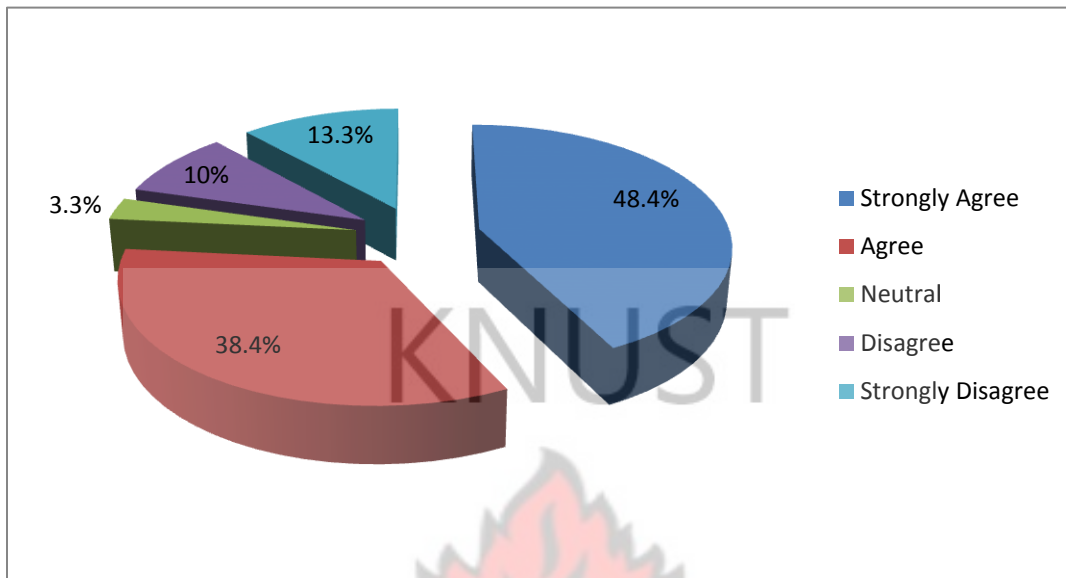
Figure 4.2 Organisational Commitment

Source: Field survey, 2014

4.3.1.3 Job Satisfaction as a Positive Employee Attitude

Four items were used to determine the level of job satisfaction in the company. The first item assessed the level employees feel well satisfied with their present job. Respondents were further asked whether they are highly satisfied towards monetary benefits in the company. Again respondents were asked whether they are proud to tell others they work at E.C.G. Respondents were asked whether they feel personally attached to their work.

The results show that 10(33.3%) and 14(46.7%) of the respondents strongly agreed and agreed respectively in that employees feel fairly well satisfied with their present job. 2(6.7%) were neutral, while 3(10.0%) and 1(3.3%) of the respondents disagreed and

strongly disagree respectively on the issue.Looking at the responses majority of the respondents affirm positively, it means they are satisfied with their present job.

According to the investigations, majority of respondents representing 16(53.3%) agreed, 9(30.0%) of the respondents strongly agreed, while 2(6.7%) respondents were neutral. 2(6.7%) and 1(3.3%)of the respondents strongly disagreed and disagreed respectively on whether employees are highly satisfied towards monetary benefits. It can be said that majority of the respondents are highly satisfied towards monetary benefits.

Moreover, the respondents were asked the level at which they feel proud to tell others they work at E.C.G. It indicates that, 19 out of the 30 respondents representing 63.3% strongly agreed, 9 (30.0%) agreed, while 2(6.7%) of the respondents were neutral.It can be concluded that most of the respondents feel proud to tell others they work at E.C.G.

Furthermore, respondents were asked the level at which they are personally attached to thier work. It indicates that, 14 of the respondents representing 46.7% agreed, 7(23.3%) strongly agreed, while 4(13.3%) disagreed, 3(10%) strongly disagreed and 2(6.7%) of the respondents were neutral. It is realised that most of the respondents feel they are personally attached to their work. Figure 4.3 shows the calculated summary of the four job satisfaction items.

This corroborates with Graen et al. 1982; Jones, (2006) who stated that people who are happy with their jobs exhibit superior job performance. Additionally, Maloney and McFillen (1986) argued that the more satisfied an employee is the less turnover and absenteeism occurs
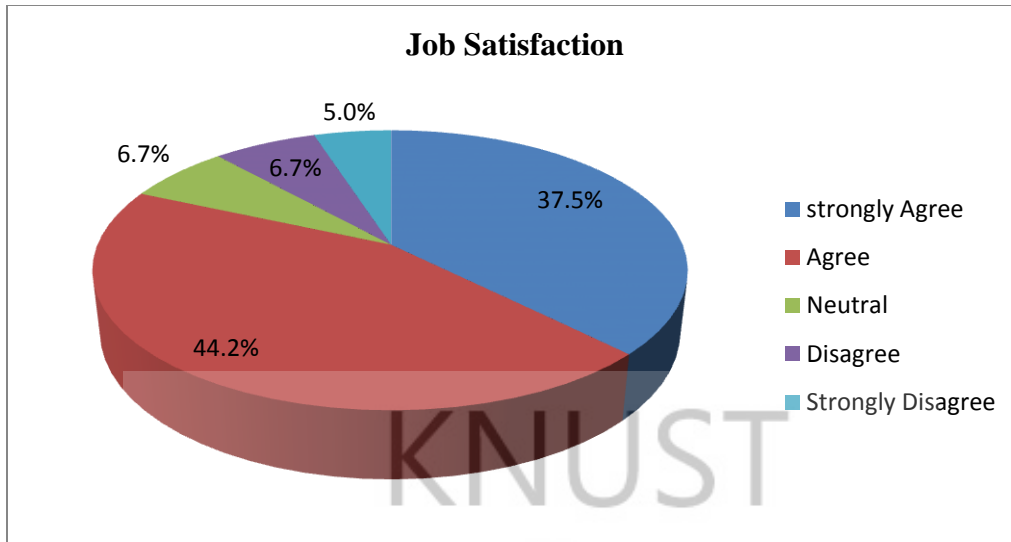
Figure 4.3 Job Satisfaction

Source: Field survey, 2014

4.3.1.4 Theft as a Negative Employee Attitude

Under this section, two items (questions) were deployed to measure the level of employee theft in the company. The first item looked at employees' awareness of the effect of stealing from the company. The second concentrated on whether the company has a punitive measure on theft.

The results show that show that a significant number of participants agreed a view on the awareness of the effect of stealing from the company. 63.3% and 36.7% 'strongly agreed' and 'agreed' respectively. It can be concluded that the respondents are aware of the effect of stealing items belonging to the company.

Accordingly, the respondents were asked whether the company has punitive measures on theft. It came out that out of 30 respondents 17(56.7%) strongly agree that the company

has in place measures to check employee theft, 10 respondents representing 33.3% agreed, while 3(10.0%) respondents were neutral. This implies that there is an established punitive measure in curbing employees' theft in the company. Figure 4.4 shows the calculated summary of the two employee theft items.

This verifies Camara and Schneider (1994) view on employee theft who stated that employee theft is estimated to account for billions of dollars of loss globally each year, with employees accounting for more theft than customers (Hollinger et al. 1996). Moreover, Kuhn (1988) who estimated that approximately 35% of employees steal from their employers and the financial losses are in billions.
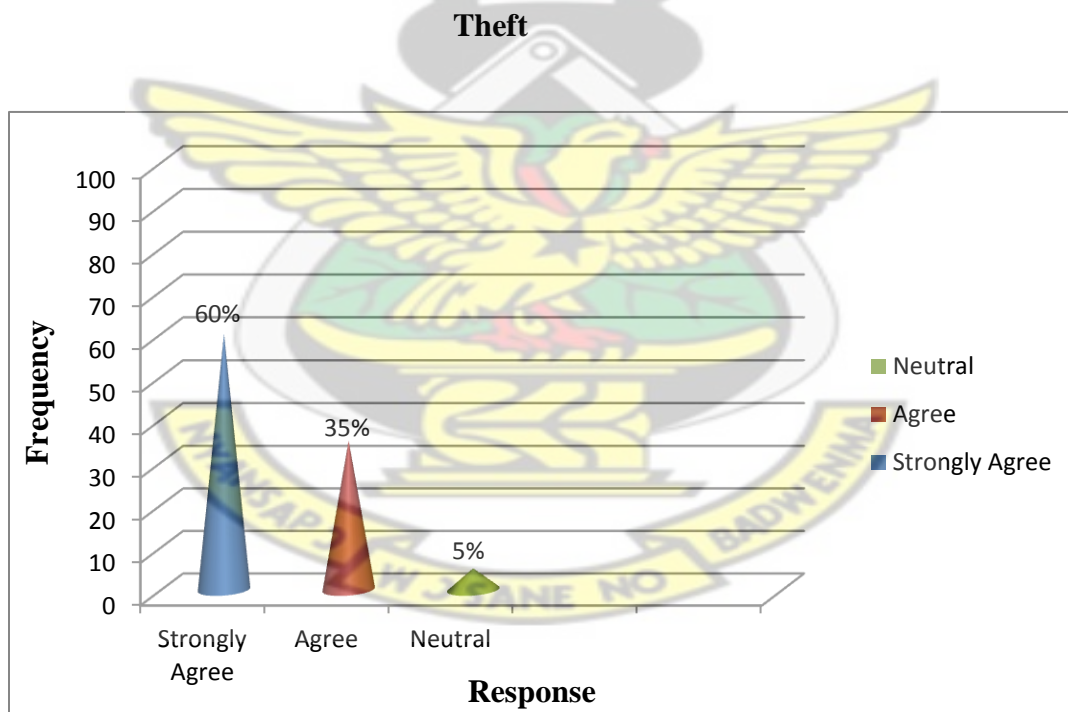
Figure 4.4 Theft

Source: Field survey, 2014

4.3.1.5 Lateness as a Negative Employee Attitude

Two items were looked at in measuring employee lateness in the company. The first item was whether employees feel upset when a colleague is late to work or a meeting. The second item deployed concentrated on whether it is unfair that on-time people have to be kept waiting for late ones.

It was realised that 10(33.3%) of the respondents said they agree, 8(26.7%) respondents were neutral, 5(16.7%) strongly agreed, 4(13.3%) respondents disagreed, while 3(10.0%) strongly disagree when asked whether respondents are upset when a colleague is late to work or meeting. It can be said that half of the respondents are upset when co-employees are late to work or meeting.

Furthermore, respondents were asked whether they consider it unfair that on-time employees have to be kept waiting for late ones. It shows that 16(53.3%) of the respondents said they agreed, 7(23.3%) said they strongly agreed, while 3(10.0%) said they strongly disagreed, 2(6.7%) were neutral and 2(6.7%) of the respondents disagreed. It can be concluded that the respondents consider it unfair for employees to wait for late ones. Figure 4.5 shows the calculated summary of the two employee lateness items.

This confirms with Blau (1994); Steers and Rhodes (1978) position who asserted that for an organisation, lateness has both economic and psychological implications. When productivity or output levels are affected, an organisation's efficiency may be compromised. An employee's late arrival, particularly if the function performed at work is critical, may disrupt an organisation's production schedule (Groeneveld and Shain 1985).
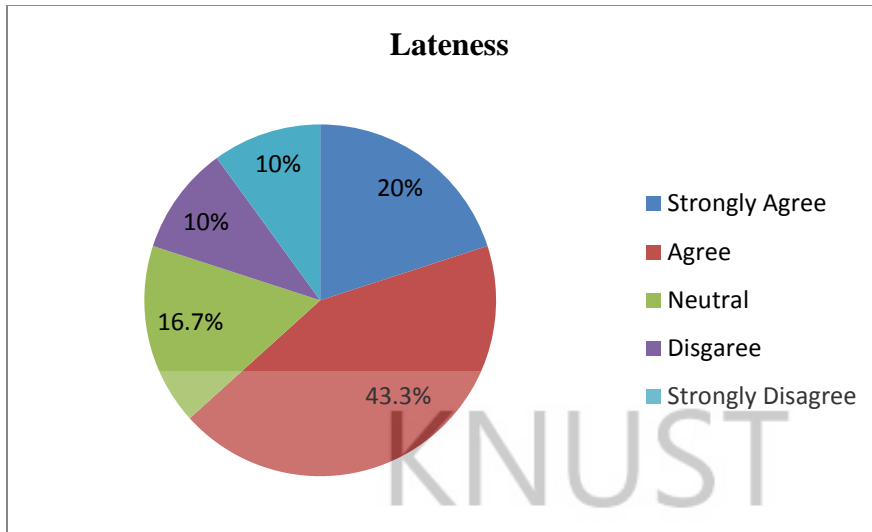
Figure 4.5 Lateness

Source: Field survey, 2014

4.3.1.6 Absenteeism as a Negative Employee Attitude

Under this section three items were deployed to measure the level of employee absenteeism in the company. The first item deals with whether it is immoral to be absent at work without a concrete reason. The second item looked at whether employees take leave with prior permission. The last item looked at employees' awareness of the effects of absenteeism at work.

From the study it indicated that employees were asked whether it is immoral to be absent at work without a concrete reason. It shows that 15(50.0%) of the respondents said they agreed, 10(33.3%) strongly agreed, 1(3.3%), 2(6.7%) and 2(6.7%) were neutral, disagree and strongly disagree respectively. It can be concluded that most of the respondents consider it immoral to be absent at work without a concrete reason.

Again, respondents were asked whether they take leave with prior permission. It shows that 26(86.7%) of the respondents said they strongly agreed while minority representing 4(13.3%) agreed. It can be said that all the respondents take leave with prior permission.

The respondents were asked whether they are aware of the effect of their absence at work. It shows that 20(66.7%) of the respondents said they strongly agreed, while 7(23.3%) agreed. 3(10.0%) of the respondents were neutral. This shows that majority of the respondents are aware of the effect of their absence at work. Figure 4.6 shows the calculated summary of the three employee absenteeism items.

This affirms with Armstrong's (2006) view on absenteeism that managers are usually provided with specification tasks with limited time-frame within which to report back to their superiors for assessment. Consequently, an unplanned absence may significantly affect managers flexibility, time and the speed at which the work and for that reason, may cause irritation for management as a whole. Furthermore, productivity losses due to employee absence cost organizations millions of dollars each year (Dalton and Mesch, 1991; Mason and Griffin, 2003).

Absenteeism
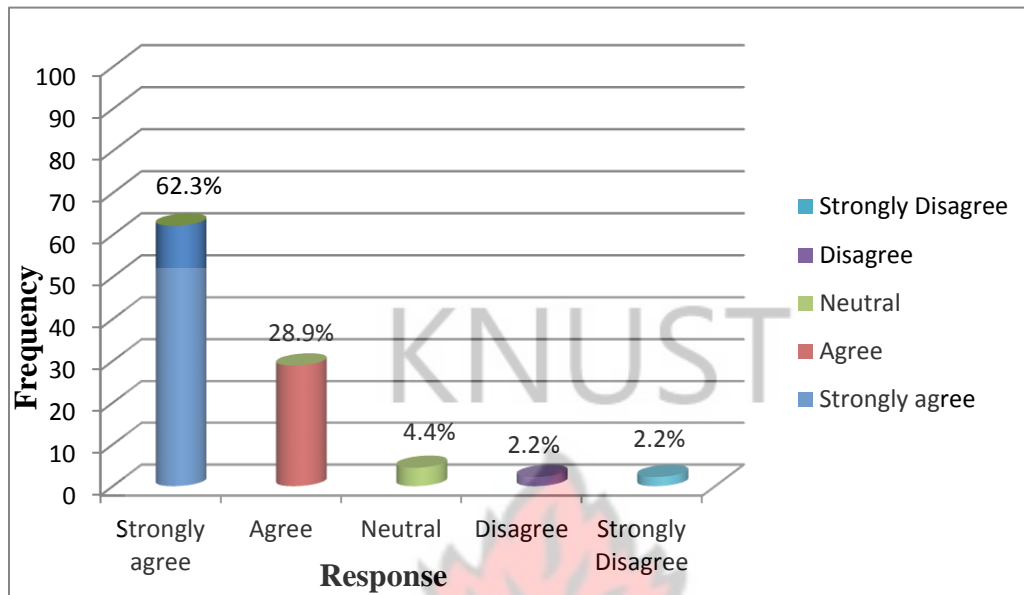
Figure 4.6 Absenteeism

Source: Field survey, 2014

4.4 Causes of Employee Attitudes

In this study, three factors were selected to measure the causes of employee attitudes towards work at ECG, that is, dispositional/personality trait causes, cultural causes and work situation factors. The rationale for finding this was to ascertain the causes of employees' attitudes to at ECG. The scores on each practice was summarised in a table, as shown in table 4.2.

4.4.1 Dispositional/Personality trait causes

Under this section, five items (questions) were deployed to measure the level of employee personality trait towards productivity. In terms of employees having a wide

range of interest and fascination with novelty, and open to new experiences, 6(20.0%) of the respondents said they strongly agreed, while 13(43.3%) agreed. 5(16.7%) disagreed, 3(10%) strongly disagree, 3(10.0%) of the respondents were neutral. Table 4.2 depicts respondents' openness

When asked about their desire to complete a task to their utmost ability and being attentive to details. It shows that 15(50.0%) of the respondents said they agreed, while 11(36.7%) strongly agreed. 4(13.3%) of the respondents were neutral. This clearly shows that majority of the respondents have the desire to complete a task to their utmost ability and being attentive to details. Table 4.2 depicts respondents' conscientiousness.

With respect to employees being assertive, sociable and risk-takers. It shows that 10 respondents representing 33.3% said they agreed, 8(26.7%) respondents said they strongly disagreed, 5(16.7%) disagreed, 3(10.0%) neutral, while 4(13.3%) said they strongly agreed. It can be concluded that some of the respondents are assertive, sociable and risk-takers while the remaining half of the respondents were not. Table 4.2 depicts respondents' level of extraversion

When asked whether employees are co-operative, kind and consideration for others. It shows that 12(40.0%) of the respondents said they strongly agreed, while 10(33.3%) agreed. 4(13.3%) of the respondents were neutral. 2(6.7) respondents disagreed and 2(6.7) strongly disagreed. This shows that majority of the respondents are co-operative, kind and consideration for co-employees. Table 4.2 depicts respondents' agreeableness

Again respondents were asked whether they are able to deal with stress and maintain calmness under pressure. It shows that 11 respondents representing 36.7% said they

agreed, 8(26.7%) respondents said they strongly agreed, 4(13.3%) disagreed, 4(13.3%) strongly disagreed, while 3(10.0%) were neutral. It can be concluded that most of the respondents can withstand pressure and able to deal stress. Table 4.2 depicts respondents' neuroticism

This relates to Judge et al., (2002) view on employees personality traits on their job who asserted that evidence also indicates that some other personality traits, such as openness, conscientiousness, extraversion, agreeableness and neuroticism can also influence job satisfaction. These various research findings indicate that there is in fact a relationship between disposition or personality and job satisfaction.

Table 4.2 Dispositional/Personality trait causes

Dispositional/Personality trait causes	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Openness	6(20%)	13(43.3%)	3(10%)	5(16.7%)	3(10%)
Conscientiousness.	11(36.7%)	15(50%)	4(13.3%)	0	0
Extraversion	4(13.3%)	10(33.3%)	3(10%)	5(16.7%)	8(26.7%)
Agreeableness	12(40%)	10(33.3%)	4(13.3%)	2(6.7%)	2(6.7%)
Neuroticism	8(26.7%)	11(36.7%)	3(10%)	4(13.3%)	4(13.3%)

Source: Field survey, 2014

4.4.2 Cultural causes

Under this section, three items (questions) were deployed to measure the level of cultural factors towards productivity. In terms of employees relying heavily on work group, and take group initiative in making decisions, solving problems and engaging in productive

activity. It shows that 9(30.0%) of the respondents strongly agree, 8(26.7%) agree, 5(16.7%) disagree, 4(13.3%) strongly disagree, while 4(13.3%) were neutral. It can be concluded that most of the respondents rely on work group and take group initiative in making decisions, solving problems and engaging in productive activity. 4.3 indicates respondents relying heavily on work group.

When asked about respondents' willingness to sacrifice self-interest for the group/department they find themselves in. It shows that 20(66.7%) of the respondents agree, while 6(20.0%) strongly agree. 3(10.0%) and 1(3.3%) were neutral and disagree respectively. It can be said that majority of the respondents believe that individuals should sacrifice self-interest for the group/department they find themselves in. Table 4.3 depicts respondents' sacrifice self-interest for the group.

With respect to employees being comfortable with change irrespective whether it is explained or not explained. It indicates that 8 respondents representing 26.7% disagreed, 7(23.3%) agreed, 6(20.0%) strongly disagreed, 6(20.0%) strongly agreed, while 3(10.0%) respondents were neutral. This shows that most of the employees are not comfortable with change when it is not explained to them. Table 4.3 shows respondents comfortable with change

This corroborates with Hofstede (1980, 1985) study on employee attitude data in 67 countries and found that the data grouped into four major dimensions and those countries systematically varied along these dimensions. The four cross-cultural dimensions are individualism-collectivism, uncertainty avoidance versus risk taking, power distance, or

the extent to which power is unequally distributed, masculinity/femininity, more recently called achievement orientation.

Table 4.3 Cultural Factors

Cultural Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Rely Heavily on Work Group.	9(30%)	8(26.7%)	4(13.3%)	5(16.7%)	4(13.3%)
Sacrifice Self-Interest for the Group	6(20.0%)	20(66.7%)	3(10.0%)	1(3.3%)	0
Comfortable with Change	6(20.0%)	7(23.3%)	310%	8(26.7%)	6(20.0%)

Source: Field survey, 2014

4.4.3 Work situation factors

Under this section, three items (questions) were deployed to measure the level of work situation factors towards productivity. In terms of the employer providing respondents with interesting tasks and the chance to be responsible and answerable for results, it shows that 16 of the respondents said they agree (53.3%), 11(36.7%) said they strongly agreed, 2(6.7%) were neutral, while 1(3.3%) respondent disagreed. It can be concluded that the respondents affirm that the employer provides respondents with interesting tasks and the chance to be responsible and answerable for results. Table4.4 depicts provision of interesting tasks and the chance to be responsible.

Again respondents were asked whether the company provides them with training opportunities for learning and personal growth. It shows that 15(50.0%) of the

respondents agreed and 12(40.0%) respondents strongly agreed, while 3(10.0%) were neutral. This shows that respondents are given the necessary training opportunities for learning and personal growth. Table 4.4 depicts the provision of training opportunities.

When asked about the existence of friendly and professional relationship among colleagues. It shows that 11 respondents representing 36.7% said they agreed, 7(23.3%) said strongly agreed, 6(20.0%) disagree, 3(10.0%) strongly disagree, while 3(10.0%) were neutral. It can be concluded there is a friendly and professional relationship among respondents in the company. Table 4.4 depicts existence of friendly and professional relationship.

With respect to respondents working conditions and materials are suitability. It shows that 14(46.7%) of the respondents agreed, 10(33.3%) strongly agreed, 4(13.3%) were neutral, while 2(6.7%) disagreed. Majority of the respondents agreed that their working conditions and materials are suitable. Table 4.4 depicts respondents' working conditions and materials are suitability.

This matches with O'Malley (2000) who suggested that organisations need to pay more attention to addressing employees' social need to affiliate and belong. He argues that employees want to be in environments that make them feel comfortable. 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 (Akinyele, 2007).

Table 4.4 Work situation factors

Work situation factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Provision of Interesting Tasks and the Chance to be Responsible.	36.7%	53.3%	6.7%	3.3%	0%
Provision of Training Opportunities.	40%	50%	10%	0%	0%
Existence of Friendly and Professional Relationship	23.3%	36.7%	10%	20%	10%
Working Conditions and Materials are Suitability.	33.3%	46.7%	10%	6.7%	0%

Source: Field survey, 2014

4.5 Relationship between Employee Attitudes and Employee Productivity

In this study, five elements were selected to measure the relationship between Employee Attitudes and Employee Productivity at ECG. The scores on each practice was summarised in a table, as shown in table 4.5.

4.5.1 Employee Attitudes and Employee productivity

Under this section, five items (questions) were deployed to measure the relationship between Employee Attitudes and Employee Productivity at ECG. In terms of respondents contribution towards productivity due to their commitment level, it shows that 13(43.3%) of the respondents agreed, 9(30.0%) strongly agreed, 4(13.3%) were neutral, 3(10.0%) disagreed, while 1(3.3%) respondent strongly disagreed. Majority of the respondents affirm that commitment level leads productivity. This confirms Konovsky and

Cropanzano (1991) and Meyer and other (1998) stance on employee commitment towards productivity. The authors uncovered a positive relationship between commitment and job performance. Table 4.5 depicts respondents' contribution towards productivity due to their commitment level.

When asked about respondents' involvement in work related activities that leads to productivity. It shows that 16(53.3%) of the respondents agreed, 12(40.0%) strongly agreed, while 2(6.7%) were neutral. Most of the respondents said involvement in work leads to productivity. This validates Taleo Research, (2009) who stated that employees that are highly engaged are twice as likely to be top performers. Table 4.5 depicts respondents' involvement in work related activities that leads to productivity.

With respect to whether the satisfaction respondents get from their work motivates them to contribute to productivity. It shows that 17 respondents representing 56.7% said they agreed, 7(23.3%) said they strongly agreed, 3(10.0%) disagree, 2(6.7%) strongly disagree, while 1(3.3%) was neutral. It can be concluded that majority of the respondents get satisfaction from their work which motivates them to contribute to productivity. This relates to Graen et al (1982) view on satisfied employees. People who are happy with their jobs exhibit superior job performance. Maloney and McFillen (1986) further added that the more satisfied an employee is the less turnover and absenteeism occurs. Table 4.5 depicts respondents' the satisfaction respondents get from their work motivates them to contribute to productivity.

When asked whether employees at ECG are aware that absenteeism and lateness negatively affects productivity. It shows that 15(50.0%) of the respondents agreed,

11(36.7%) respondents strongly agreed, while 4(13.3%) were neutral. This clearly shows that the respondents are aware of the negative impact of lateness and absenteeism on productivity. This corroborates with Dalton and Mesch (1991) view on the effect of employee absenteeism the authors stated that productivity losses due to employee absence cost organizations millions of dollars each year. Table 4.5 depicts respondents' awareness of the negative effect of absenteeism and lateness.

The respondents were asked whether they are aware of the negative effects of theft on productivity. It shows that 15 respondents representing 50.0% said they agreed, 14(46.7%) said strongly agreed, while 1(3.3%) was neutral. It can be concluded that respondents give credence to the negative impact of theft on productivity in the company. This affirms Camara and Schneider (1994) position on employee theft who stated that employee theft is estimated to account for billions of dollars of loss globally each year, with employees accounting for more theft than customers. Table 4.5 depicts respondents' awareness of the negative effects of theft on productivity.

Table 4.5 Relationship between Employee Attitudes and Productivity

Relationship between Employee Attitudes and Employee Productivity	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Contribution towards Productivity due to their Commitment level.	30%	43.3%	13.3%	10%	3.3%
Involvement in Work Related Activities that Leads to Productivity.	40%	53.3%	6.7%	0%	0%
Satisfaction Respondents get from their Work Motivates them to Contribute to Productivity	23.3%	56.7%	3.3%	10%	6.7%
Awareness of the Negative Effect of Absenteeism and Lateness.	36.7%	50%	13.3%	0%	0%
Awareness of the Negative Effects of Theft on Productivity.	46.7%	50%	3.3%	0%	0%

Source: Field survey, 2014

4.6 Responses from Management

4.6.1 Factors that influence employees' attitude at E.CG, Ashanti- East

The management was asked the factors that influence employees' attitude towards work in the company.

The respondents said employees' working conditions, salary, employee traits like extraversion, opportunity for upgrading are some of the factors that influence employees attitude in the company.

This affirms with Judge et al. (2002) view on how personality traits can influence employees' job satisfaction. Additionally, it was cited in the literature by Fried and Ferris (1987); Parisi and Weiner (1999); Weiner (2000), satisfaction with the nature of the work itself best predicts overall job satisfaction, as well as other important outcomes like employee retention. Moreover, Hofstede (1980, 1985) stated that a country's culture can play a part in employees' attitude to work. As he cited countries that are seen as individualistic tend to do work without depending on work groups for the performance of work.

4.6.2 Effects of Negative Employees' Attitude to be Addressed

The respondents were further asked how the effects of negative employees' attitude can be addressed in the company.

The respondents said in order to curb employees' negative attitudes there is the need to implement good compensation packages, opportunity to upgrade and good working condition.

This relates to what Kovach (1995) said in the literature which states that employees ranked interesting work as the most important job attribute and good wages ranked fifth, whereas when it came to what managers thought employees wanted, good wages ranked first while interesting work ranked fifth (Kovach 1995).

4.6.3 Employees Treated with Respect by Management

The management was asked whether the employees are treated with respect.

The responses of the management were in the affirmative saying the employees are well treated with respect regardless of their status in the company.

This shows the level of respect that exists between the management and employees of the company. When employees are respected they feel appreciated and thus exert more effort in their work which translates in high performance and productivity.

4.6.4 Benefits of Positive Employees' Attitude

The respondents were asked some of the benefits of positive employees' attitude in the company.

The management said positive employees attitude leads to productivity, profitability and improved employee performance.

This supports Taleo (2009), who said that employees that are highly engaged are twice as likely to be top performers. Moreover, Meyer and other (1998) have uncovered a positive relationship between commitment and job performance. Employees who are committed to their respective organization are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore are also likely to exhibit better performance. This really shows the relevance of positive employee attitudes in the company.

4.6.5 Motivation of Employees to Contribute towards Productivity

The respondents were asked how they motivate employees to contribute towards productivity.

The respondents mention good compensation packages, promotion, working equipment and training opportunities are some of the ways of motivating employees to contribute towards productivity.

This clearly shows how the company motivate its employees to contribute towards productivity. This establishes what was stated in the literature by Robbins (2004) who said that if employees enjoy their work, they will not need external motivation from management, but instead the satisfaction they attain from completing their work will motivate them. Furthermore, Fried and Ferris 1987; Parisi and Weiner, 1999; Weiner (2000) added that of all the major job satisfaction areas, satisfaction with the nature of the work itself— which includes job challenge, autonomy, variety, compensation and scope best predicts overall job satisfaction, as well as other important outcomes like employee retention.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The following are the summary of the findings of the survey. It also gives conclusions and recommendations that will help Electricity Company of Ghana, Ashanti-East to change their employees' negative attitudes and improve upon the positive attitudes towards work.

5.1.1 Supervisor Asks for Employees Opinion

The survey reveals that supervisors in the company always seek employees' opinion on issues relating to work. The interview also reveals that management respect employees in the sense that whenever decisions are being taken employees opinions are sought this shows the level of involvement of employees in work related activities. This is an important aspect as it identifies the level at which supervisors ask for employees opinion and therefore the importance that managers place on them. The current level at which supervisor ask for employees' opinion in the company is in the right order. This is however good for Electricity of Ghana, Ashanti-East and must be encouraged.

5.1.2 Training is given to Employees

The survey reveals that training is given to employees in the company. Both the employees and management confirm the existence of training in the company. This

relates to the importance management put on training its employees. When employees are well trained, they acquire new skills and knowledge to contribute to productivity.

5.1.3 Employees Willing to put themselves out Just to help the Organisation

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

5.1.4 Highly Satisfied towards Monetary Benefits

The study reveals that employees are highly satisfied with monetary benefits in the company. This shows that the company recognises the contribution of employees towards productivity and as such the level of monetary benefits should be maintained or improved.

5.1.5 Aware of the Effect of Negative Attitudes in the Company

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

5.1.6 Causes of Employee Attitudes

The study indicates that most of the respondents are assertive, kind, sociable, ability to learn new things and able to deal with stress which shows the level of self-confidence,

cordial relationship that exist in the company. Additionally, most of the respondents believe that individuals should sacrifice self interest for the company in order to achieve productivity. Moreover, majority of the respondents are comfortable with change and the provision of training opportunities and promotion in the company. The interview also supported this view where the management cited conditions of service and remuneration as factor affecting employee attitudes.

5.1.7 Relationship between Employee Attitudes and Productivity

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

5.2 Conclusion

The overall impression is that the Electricity Company of Ghana, Ashanti-East has employees with different attitudes. Some of the attitudes found among the employees include job satisfaction, employee involvement, commitment, lateness, absenteeism and theft. It is apparent that the employees exhibit all manner of attitude towards work related activities that has the capacity to affect productivity. The evidence from the manager's survey also indicates that there are certain factors that influence employees' attitudes in the company which need to be addressed.

There has been an awareness of the company's objectives and policies by the employees which shows that there is effective communication between management and employees. The current Electricity Company of Ghana, Ashanti-East policy on employee attitudes is

effective. This is however good for managing employees to exert positive attitudes to ensure improved productivity. It is this which gives most concern and must be encouraged in order that the Electricity Company of Ghana, Ashanti-East can attain productivity

5.3 Recommendation

The following recommendations are presented to the management of Electricity Company of Ghana, Ashanti-East to improve positive employees' attitudes and address negative employees' attitudes.

5.3.1 Motivation of Employees to Contribute to Productivity

The company should have a way of motivating its employees in order for employees to exert positive attitude to gain productivity. A good motivation packages like good compensation packages, good working conditions and equipments, opportunity for training and promotion should be in place in order to get the reflection of positive attitudes and improved productivity.

5.3.2 Extension of Data Collection.

The data were limited to employees from Electricity Company of Ghana, Ashanti-East. It is recommended that in future, data be collected and examined from different sources, such as the financial institutions, manufacturing institutions, marketing institutions, educational institutions, military, public administration and so forth.

5.3.3 Observation and Comparison of Different Factors

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

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APPENDICES

Appendix I

Kwame Nkrumah Uni. Of Science and Tech.

Dear Sir/Madam,

I wish to introduce myself as a final year MBA student of KNUST School of Business. As part of the Masters of Business Administration Programme, I am required to do a research work on the topic Employees' attitude and Employee Productivity: A Case Study Of Electricity Company of Ghana, Ashanti-East. Your organization has granted me the permission to use it as a case study. It would be very much appreciated if you could share your views and experiences on the issue under consideration. The responses will be used for purely academic purpose, and therefore strictly confidential. Thank you for your cooperation and support.

Instruction: Please tick answers in boxes provided and write where necessary. Thank you.

ELECTRICITY COMPANY OF GHANA, KUMASI-EAST STAFF QUESTIONNAIRE

1. Name (optional):

2. Gender: Male [   ]   Female [   ]

3. Position / job title:

4. Age: (a) 15-20 [   ]   (b) 21-30 [   ]   (c) 31-40 [   ]   (d) 41-60 [   ]   (e) 60 and

above [   ]

5. Educational Qualification:

6. Department:

7. How long (in years) have you worked at ECG…………

8. Are you: (a) Full time employee [   ]   or (b) Part-time employee [   ]

Section B: Employee Attitudes towards work

Please indicate extent to which the following statements best describe your perception

and opinion towards aspects of your job and the organisation as a whole.

(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree	1	2	3	4	5
A. Employee involvement and engagement									
1. My supervisor often asks for my opinion in decision making									
2. I am involved in the planning and implementation process when addressing changes within the firm									
3. I am given training which allows me to partake fully in the organisation's activity									
4. I am greatly involved in the affairs of the organisation because my pay is affected by the level of the overall performance of the organisation									
5. I get the information I need to do my job well									
B. Organisational commitment									
6. I am willing to put myself out just to help the organisation									
7. I believe that an employee should be loyal to his organisation									

8. ECG deserves my loyalty.					
9. Most of the time, I have to force myself to go to work					
10. My hard work contributes to the organisation's success					
C. Job satisfaction:					
11. I consider my job pleasant					
12. I feel fairly well satisfied with my present job					
13. I am highly satisfied towards monetary benefits					
14. I am proud to tell others I work at E.C.G					
15. I feel personally attached to my work					
D. Theft:					
16. I feel uncomfortable when someone steals something from the company					
17. I encourage my colleagues not to take something without permission					
18. I am aware of the effect of stealing from the company					
19. I always report someone who steals from the company					
20. My company has a punitive measure on theft					
E. Lateness:					
21. I feel uneasy when I am late to work					
22. It is immoral to be late to work					
23. I am upset when a colleague is late to work or a meeting					
24. It is disrespect to others for me to be late to work.					
25. It is unfair that on-time people have to be kept waiting for late ones					
F. Absenteeism					
26. It is immoral to be absent at work without a concrete reason					
27. I take leave with prior permission					
28. I feel uncomfortable when I absent myself from work					
29. I am aware of the effects of my absence at work					
30. I encourage my co-workers to be punctual at work					

Section C: Cause of Employee Attitudes

Kindly indicate how the following statements best shape your perception and opinion about your job experience at ECG

(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree	1	2	3	4	5
G. Dispositional/Personality trait causes									
31. I have a wide range of interest and fascination with novelty, and open to new experiences (**Openness**).									
32. I have the desire to complete a task to my utmost ability and attentive to details (**Conscientiousness**).									
33. I am assertive, sociable and a risk-taker (**Extraversion**).									
34. I am co-operative, kind and consideration for others (**Agreeableness**).									
35. I am able to deal with stress and maintaining calmness under pressure (**Neuroticism**).									
H. Cultural causes									
36. I rely heavily on my work group, and take group initiative in making decisions, solving problems and engaging in productive activity.									
37. I influence and affect my workplace through my ideas and involvement									
38. I believe that individuals should sacrifice self-interest for the group/department they find themselves in.									
39. I am comfortable with change irrespective whether it is explained or not explained to me									
40. I am aware of the company's objectives and priorities									
• **Work situation factors**									
• **Intrinsic job factors** 41. My employers provide me with interesting tasks and the chance to be responsible and answerable for results									
42. My firm provides me with training opportunities for learning and personal growth									

	1	2	3	4	5
43. Promotion in my firm is done fairly, and purely based on abilities and experience					
• **Organisational factors/hygiene factors**					
44. ECG's policy and administration procedures agrees with my values					
45. There exist friendly and professional relationship among my colleagues					
46. My working conditions and material are suitable					

KNUST

SECTION D: Relationship between Employee Attitudes and Employee Productivity

Kindly identify your point of view towards the following statements:

Please tick one cell for each statement

(5) Strongly agree	(4) Agree	(3) Neutral	(2) Disagree	(1) Strongly disagree	1	2	3	4	5
I. Employee productivity									
47. I contribute to productivity due to my commitment level									
48. My involvement in work related activities leads to productivity									
49. The satisfaction i get from my work motivates me to contribute to productivity									
50. Employees at ECG are aware that absenteeism and lateness negatively affect productivity									
51. I am aware of the negative effects of theft on productivity									

Any other comments

....

....

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....

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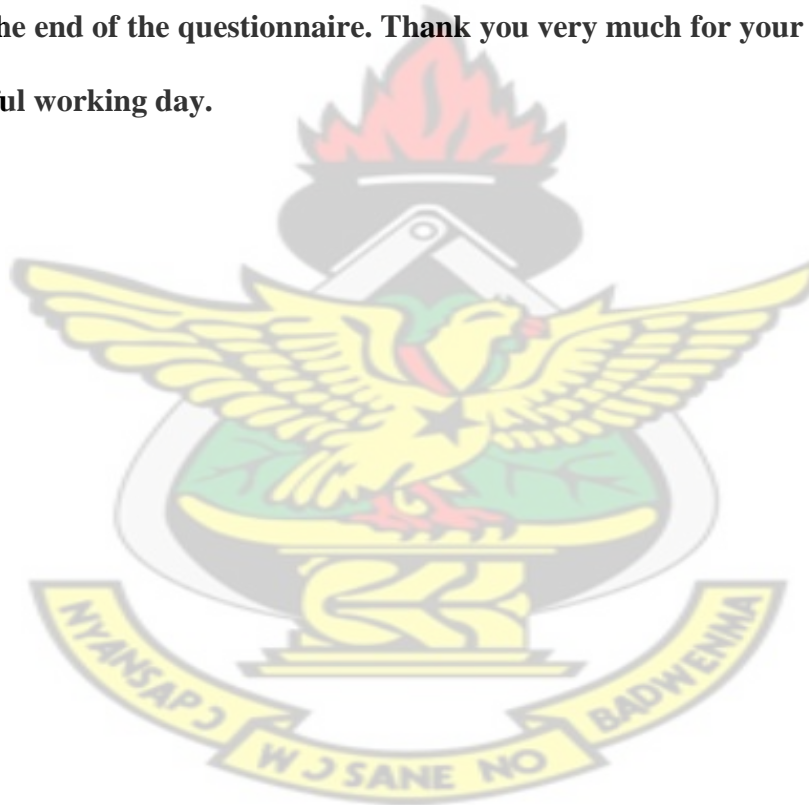
This is the end of the questionnaire. Thank you very much for your time, and have a wonderful working day.

Appendix 2

Kwame Nkrumah Uni. Of Science and Tech.

Dear Sir/Madam,

I wish to introduce myself as a final year MBA student of KNUST School of Business. As part of the Masters of Business Administration Programme, I am required to do a research work on the topic Employees' attitude and Employee Productivity: A Case Study Of Electricity Company of Ghana, Ashanti-East. Your organization has granted me the permission to use it as a case study. It would be very much appreciated if you could share your views and experiences on the issue under consideration. The responses will be used for purely academic purpose, and therefore strictly confidential. Thank you for your cooperation and support.

Instruction: Please tick answers in boxes provided and write where necessary. Thank you.

ELECTRICITY COMPANY OF GHANA, ASHANTI-EAST INTERVIEW GUIDE ADMINISTERED TO MANAGERS

1. Name (optional):

2. Gender: Male [   ]   Female [   ]

3. Position / job title:

4. Age: (a) 15-20 [   ]   (b) 21-30 [   ]   (c) 31-40 [   ]   (d) 41-60 [   ]   (e) 60 and above [   ]

5. Educational Qualification:

6. Department:

7. How long (in years) have you worked at ECG…………

8. Are you: (a) Full time employee [   ]   or (b) Part-time employee [   ]

Employees' attitude survey questions

1. What are some of the attitudes exhibited by employees in the company?

....

2. What are the factors that influence employees' attitude in the company?

....

3. How could the effects of negative employees' attitude be addressed?

....

4. Do you think employees are treated with respect by management?

....

5. What in your opinion are the benefits of positive employees' attitude?

....

6. How do you motivate employees to contribute towards productivity?

....

Thank you very much for your time, and have a nice working day.