

# Determinants Of Employee Attitude To Work Among Civilian Staff In A Military Hospital In Lagos, Nigeria

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## Abstract

**Background:** Employee attitude decides to a huge degree, his efficiency, duty, and occupational satisfaction level. Attitude to work does not occur in isolation, as it is conceptualized as being dependent on organizational factors such as structure, size, pay, good working conditions, and leadership style, that constitute the organizational climate.

**Materials and Methods:** A descriptive study using a structured questionnaire was administered to 114 civilian staff of 68 Nigerian Army Reference Hospital Yaba, Lagos. The aim was to assess the determinants of employee attitude to work among the civilian staff of 68 Nigerian Army Reference Hospital Yaba, Lagos. The findings were pre-coded, data entry and analysis were done using Statistical Package for Social Sciences (SPSS) version 23.

**Results:** Work environment, training, and development were found to have a significant relationship with overall employee attitude to work (*P* values .000 each). Job level/cadre was found to have a significant relationship with employee attitude toward the work environment with a *P*-value of .016, while marital status had a significant relationship with employee attitude to training and development with a *P*-value of .005.

**Conclusion:** It is therefore, recommended that a good working environment embedded with the basic facilities that will enhance proficiency and make workers more committed towards goal achievement should be the hallmark of management of 68 Nigerian Army Reference Hospital Yaba, Lagos. In addition, training and continuous retraining, and development of employees should be prioritized by management.

**Keywords:** Civilian attitude, Determinant of employee attitude to work, Leadership style Occupational satisfaction, Organization Climate.

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## I. Introduction

It is unequivocally clear that workers are the foundation of any organization. Workers are the columns on which various organizations stand. Attitude as a concept is all about individual ways of thinking, acting, and behaving. It has a very serious effect on work/employee performance. Positive attitude in the workplace is supposed to be the foundation for higher performance in established settings. It is an investment as well as resources that can be used to achieve a higher profit, good reputation, and overall organizational goals<sup>1</sup>. It is glaringly clear that most employees exhibit negative or positive attitudes due to numerous factors accruing from their workplace environment. It is also obvious that intrinsic forces that affect organizational activities are employee attitude<sup>2</sup>.

The type of work environment in which employees operate determines how such enterprises prosper. According to Akinyele<sup>3</sup>, about 80% of productivity problems reside in the work environment of organizations. A conducive work environment ensures the well-being of employees which invariably will enable them to exert themselves to their roles with all vigor that may translate to higher productivity<sup>4</sup>. Closely related to work environment is job security. Job insecurity has been identified as one of the most influential factors that causes workers to develop poor attitudes. Bakan and Büyükbeşe<sup>5</sup> argue that job insecurity is one of the most significant variables of worker satisfaction which is expressed in the general attitude of the workers towards their job.

Training and Development program is a strategic function of human capital management which focuses on developing employee competencies to overcome daily, routine, and shorten problems<sup>6</sup>. In addition, the larger the gap between the skills required to perform a task and the actual skills available for performing a task, the greater the lack of job satisfaction and the greater the increase in employee turnover within the organization. Moreover, poor performance is due to inadequate job training which can produce employee dissatisfaction, conflict, and negative attitude<sup>7</sup>.

Financial and non-financial rewards have a strong influence over the employee attitude and motivation which are directly related to performance. The financial incentive is no doubt ranked top in motivating employees

because money enables employees to fulfill not only their basic needs but also their need for belongings and power<sup>8</sup>.

In the Nigerian Army Reference Hospital Yaba, Lagos, there is a need to assess how these factors either provide incentives for a better attitude to work among staff or discourage their morale about their jobs, with emphasis on the civilian staff, hence this study. This paper, therefore, attempts to: determine the impact of work environment on employee attitude to work amongst the civilian staff of the Nigerian Army; assess the relationship between financial reward and attitude to work demonstrated by the civilian staff of the Nigerian Army; and identify the relationship between training/ development and attitude to work amongst the civilian staff of the Nigerian Army.

## **II. Literature Review And Theoretical Framework**

We take a look at different issues in this review. First, the review of the worker's attitude towards his job. It must be stated that the attitude of workers could be negative or positive. Attitude as a concept is all about individual ways of thinking, acting, and behaving. It has a very serious effect on work/employee performance. Positive attitude in the workplace is supposed to be the foundation for higher performance in established settings. It is an investment as well as resources that can be used to achieve a higher profit, good reputation, and overall organizational goals. Employees' job attitudes are the feelings employees have concerning the diverse components of the work environment<sup>9</sup>. Aremu<sup>10</sup> is one of those who believes in the negative attitude of workers. He stresses that a poor attitude is not only frustrating to the owners and the customers, but its effects are equally grave on society in terms of the dearth of manpower in all spheres of the economy and politics.

To comprehend job satisfaction, it is imperative to know the factors that contribute to the contentment of employees. Herzberg et al<sup>11</sup>, view achievement, recognition, work itself, responsibility, and advancement as the determinants of satisfaction and named them "the motivators" and the determinants of dissatisfaction (called the "hygienes") which were termed in the realm of policy and administration, supervision, salary, interpersonal relations, working conditions<sup>12</sup>.

There are numerous factors that determine the attitude exhibited by employees towards work, some of which include personality, job features, environment, psychological contract, organizational justice, work relationship, and stress<sup>2</sup>. Jones et al.<sup>13</sup> examined the pervasiveness of role overload on job attitudes, turnover intentions, and performance. In their study, they reveal that job attitude for more experienced executives was more adversely affected by role overload than that for less experienced executives. Furthermore, while the differences between the means were not significant, the results suggest that work experience moderated the relationship between role overload and turnover intent. Thus, it is noteworthy that role overload has displayed inconsistent relationships with many job attitudes, turnover intentions, and performance measures.

In Lebanon, financial rewards showed a significant positive relation to job performance as a straight relation and without excluding job satisfaction as a mediator<sup>14</sup>. Hence, the recommendation is that managers can work on increasing employees' performance just by focusing on increasing the financial rewards for their employees. In another study, Halawi and Zaraket<sup>15</sup> inquired into workers in the USA and Lebanon by observing the mood of work satisfaction with their occupation in both service and manufacturing businesses. The outcomes demonstrated unanticipated divergences and resemblances in the workers from the two countries.

Mansaray-Pearce, et al.<sup>8</sup>, in a case study of the National Revenue Authority (NRA) in Sierra Leone observed that both financial and non-financial rewards have an impact on employee motivation; and thereby recommended that reward packages must be valuable to the employees and should be based on realistic and reliable standards. Saari and Judge<sup>16</sup> look at the underlying causes of employee attitudes, the results of the attitudes whether positive or negative, and methods to measure and influence employee attitudes. They argue that having greater insights into the relationship between employee attitudes and business performance will assist human resource professionals as they strive to enhance the people business in a highly competitive, global arena.

Hofstede<sup>17,18</sup>, in his cross-cultural work on employee attitudes with data from 67 countries, and the data grouped into four major dimensions and he found that 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. There have been numerous replications of Hofstede's research where the importance of culture has also been found in how employees are viewed and valued across countries/cultures<sup>19</sup>. In other words, countries systematically vary in the extent to which they view employees in instrumental versus humanistic ways. In practical terms, cultural factors influence employee attitudes and measurement is important for human resource practitioners.

Raymond et al.<sup>20</sup> explored the effect of professional identification on several job attitudes among Lawyers in Hong Kong and took into account the roles gender and organizational tenure played in influencing these relationships. The study revealed that professional identification had a major influence on both job

satisfaction and organizational commitment. In addition, gender played an influential role in the relationship between professional identification, job satisfaction, and organizational commitment.

Suliman<sup>1</sup> seeks to find out the worker's perception of the causes of poor attitudes of workers in both public and private sectors of Bauchi State, Nigeria." His study reveals that Nigerian workers widely held the view that inadequate training and development and job insecurity are the possible causes of poor attitude to work. Similarly, Shariq et al.<sup>12</sup>, investigated job satisfaction and work attitude among government employees in North Eastern part of Nigeria. Furthermore, they attempt to establish the effect of various job satisfaction factors as well as demographic variables on job satisfaction in that region. They observed that organizational prestige emerged as the most satisfying aspect among the participants, while age, education, and gender played no role in job satisfaction among the employees of this region.

Bello et al.<sup>21</sup> attempt to identify the determinants of job satisfaction among physicians in Calabar, Nigeria. Their study identified satisfaction with pay, contingent reward, operating procedures, communication, job autonomy, and being married as determinants of overall job satisfaction among doctors in public hospitals in Calabar, Nigeria. Nwidag et al.<sup>22</sup>, critically examined the correlates of job satisfaction from the organizational viewpoint among officers of the Nigeria police. Data was collected through a mail-in survey from 500 police officers across the country for over a period of three months of which 437 of the surveys were found valid for data analysis, representing a 72.8% response rate. The results suggest that "the work itself, remuneration/pay, promotion opportunities, and supervision had a significant impact on job satisfaction while co-workers had no significant correlation with the officers' job satisfaction.

There is paucity of studies on attitude to work in Military health facilities in Nigeria, hence the need for this study.

#### Theoretical framework

Herzberg et al.<sup>11</sup>, were curious as to the question of what people desire from their jobs. A survey of two hundred accountants and engineers from Pittsburgh, U.S.A was carried out. In this survey, the participants were asked to account for the events that made them feel either good or bad about their jobs. The responses received were then tabulated. This approach is popularly referred to as the Dual Factor Theory.

Herzberg stated that there are two factors; Motivators and Hygiene factors. He further explained that only the motivating factors effectuate job satisfaction. The job itself, and its resulting outcomes like positive recognition, awards, career growth, promotion, etc. have the potential to bring about job satisfaction.

Herzberg also proposed that the second set of factors, known as 'hygiene factors' should be present in an organization to avoid discontentment with the job. Examples of such factors include good power supply, cordial relationships with superiors and colleagues, appropriate pay, accommodating policies, and assurance of job security. These have the power to incentivize the employees, however, they cannot empower the employees

The expectancy theories<sup>23,24</sup> point out that employee performance hinges not only on the amount of effort exerted but on the intervening influences of several factors such as a person's abilities and traits, quality of work environment, job satisfaction, attitude as well as their role perceptions. This theory is in consonance with some of the factors that influence employee job attitude such as ability and effort. Expectancy, on the other hand, is the perceived chance of something occurring because of a behavior. Expectancy is expressed in terms of probability. An expectancy of zero depicts that efforts have no anticipated influence on performance. The theory also stipulates that expectancy, valence, and instrumentality join together to determine effort and job performance. Expectancy indicates the presence of intrinsic or extrinsic rewards, and the value of those rewards determines the amount of effort. Quality of the work environment comprises, good working conditions, adequate and fair compensation, opportunity for development and growth, job security, social integration, work-life balance, involvement, recognition, and workload<sup>25</sup>. According to this theory, individual behavior is influenced by how one perceives and reacts to the environment provided by the organization<sup>26</sup>.

The equity theory conceptualized by J.S. Adam provides another theoretical path to analyze the subject matter. The basic assumption of this theory is that employees compare the ratio of their work output to work input with that of their colleagues. He further proposed that inequity arises in a situation where a person deduces that the ratio of his output to input and that of others are dissimilar. The term 'Input' refers to gender, age, social status, education, organizational position, hard work, qualification, etc. Output refers to awards, wages, status, promotion, etc. Consequently, the impression of equity gives job satisfaction and the lack thereof results in dissatisfaction.

This theory is appraised on the basis that it emphasizes motivation coming from within the employees themselves rather than focusing on other external factors. Again, money incentive is treated as secondary because factors like job promotion, recognition, and relationships between employees are considered to be motivating factors rather than money.

### III. Materials And Methods

#### Study Area and Population

The study was conducted at 68 Nigerian Army Reference Hospital Yaba (68NARHY), Lagos. 68NARHY is a 500-bed capacity tertiary military hospital that serves about 6000 in-and-out patients per month and is the second largest military hospital in Nigeria which provides referral services to Nigerian service men and civilians alike. The target population for this research study is made up of all civilian employees at the Nigerian Army Reference Hospital Yaba, Lagos. They are one hundred and forty (140) in number.

#### Sample Size

The Taro Yamane method for sample size calculation was used to determine the sample from a given population<sup>27</sup>. Below is the mathematical illustration:

$$n = N/[1+N(e^2)]$$

Where n = Sample size

N = Population of the study

e = Margin of error

With a population of civilian staff at 68 Nigeria Army Reference Hospital of 140 and a margin of error of 0.05%  $n=140/[1+140(0.05 \times 0.05)] = 103.7$

The sample size was 104

Ten percent of the total was added to make up for non-response or inappropriately filled questionnaires.

Therefore 10% of 103.7 = 10.37

103.7 + 10.37 = 114.07, therefore a total of 114 questionnaires were distributed after pre-testing with ten questionnaires distributed among National Youth Corps members serving in the facility.

#### Data Collection and Analysis

Quantitative data collection method with a pre-tested, structured questionnaire was used for this study. The questionnaire was structured along the Likert-type scale of questions with five categories; strongly agree, agree, undecided, disagree, and strongly disagree<sup>28</sup>. The questionnaire was made up of two sections as follows:

Section A: Sociodemographic Background and Section B: Attitude to Work.

Data entry and processing were done using Statistical Package for Social Sciences (SPSS) version 23. Test of significance was done using a chi-square test and student t-test, and statistical significance was considered at a 95% confidence level and 0.05 level of significance.

#### Ethical Considerations

Ethical approval was sought from 68 Nigerian Army Reference Hospital Yaba, Lagos Ethical Research Committee with ethical approval number 68NARH/EC/004. Informed consent was obtained verbally from each respondent prior to filling out the questionnaire. Confidentiality was guaranteed to the respondents and the questionnaire was anonymized.

### IV. Result

**Table 1: Socio-demographic characteristics of the respondents (n-113)**

Characteristics	Frequency	Percentage
<b>Marital status</b>		
Never married	24	21.2
Married	81	71.7
Separated	2	1.8
Widowed/Widower	6	5.3
Total	113	100.0
<b>Sex</b>		
Male	36	32.0
Female	77	68.0
Total	113	100.0
<b>Job level</b>		
Low	20	18.0
Middle	87	77.0
Top Management	6	5.0
Total	113	100.0
<b>Highest Educational Level</b>		
Secondary	14	12.0
Tertiary	99	88.0

Total	113	100.0
Mean Age in years	39.69±9.30	
Mean Years worked in Hospital	8.38±6.55	

**Table 2:** Influence of work environment on attitude to work

Work environment	SA (%)	A (%)	U (%)	D (%)	SD (%)
My attitude to work is influenced by the physical condition of my workplace (ie Space cleanliness, ventilation light, etc)	32 (28.3)	66 (58.4)		12 (10.6)	3 (2.7)
The quality of my work influences my attitude to work	29 (25.7)	67 (59.3)	2 (1.8)	13 (11.5)	2 (1.8)
Recognition of the quality of my work by management and colleagues influences my attitude to work	33 (29.2)	52 (46.0)	2 (1.8)	19 (16.8)	7 (6.2)
The opportunity to participate in decisions to solve problems of work organization affects my attitude to work	26 (23.0)	54 (47.8)	3 (2.7)	24 (21.2)	6 (5.3)
Interpersonal relation in the workplace affects my attitude to work	23 (20.4)	66 (58.4)	4 (3.5)	14 (12.4)	6 (5.3)
Information dissemination mechanism affects my attitude to work	21 (18.6)	63 (55.8)	4 (3.5)	18 (15.9)	7 (6.2)

SA=STRONGLY AGREE, A=AGREE, U= UNDECIDED, D=DISAGREE, SD= STRONGLY DISAGREE

**Table 3:** Influence of financial rewards on attitude to work

Financial rewards	SA (%)	A (%)	U (%)	D (%)	SD (%)
My attitude to work is influenced by my salary	16 (14.2)	39 (34.5)	1 (0.9)	29 (25.7)	28 (24.8)
My attitude to work is influenced by allowances and other monetary benefit	11 (9.7)	31 (27.4)	2 (1.8)	36 (31.9)	33 (29.2)
Application of rewards in the service in general influences my attitude to work	11 (9.7)	44 (38.9)	1 (0.9)	39 (34.5)	18 (15.9)

SA=STRONGLY AGREE, A=AGREE, U= UNDECIDED, D=DISAGREE, SD= STRONGLY DISAGREE

**Table 4:** Influence of training/ development on attitude to work

Training/Development	SA (%)	A (%)	U (%)	D (%)	SD (%)
The quality of training I receive influences my attitude to work	41 (36.3)	52 (46.0)		15 (13.3)	5 (4.4)
The criteria in place for career development influence my attitude to work	31 (27.4)	57 (50.4)	3 (2.7)	19 (16.8)	3 (2.7)
Promotion influences my attitude to work	42 (37.2)	37 (32.7)	6 (5.3)	16 (14.2)	12 (10.6)

SA=STRONGLY AGREE, A=AGREE, U= UNDECIDED, D=DISAGREE, SD= STRONGLY DISAGREE

**Table 5:** Relationship between work environment, financial reward, training/development and employees work attitude

Variable	N	Mean	Std. Deviation	Std. Error mean	T	P value
Work environment	113	69.69	18.21	1.713	11.496	.000
Financial reward	113	44.69	29.29	2.756	1.927	.057
Training and development	113	9470.	24.65	2.319	9.031	.000

## V. Discussion Of Findings

Of the 114 questionnaires that were distributed 113 were returned giving a response rate of 99%.

The majority of the respondents (71.7 %) were married. Their mean age was 39.67 years with a standard deviation of 9.30 years. Concerning sex, 68% were females, and 32% males (Table 1). This finding does not reflect the gender distribution of the Nigerian labor force in which the males are in a larger proportion. This could be due to the current economic reality in the country where more men are migrating out of the country in search of greener pastures, or seeking higher-paid jobs in the private sector. Majority of the civilian staff (77.0%) were middle level (Grade level 7 to 14) cadre, while 18% and 5% were junior and senior levels respectively. Concerning the highest education completed, 88% of the respondents completed tertiary education and 12% secondary education (Table 1). This finding is revealing as respondents with tertiary education are placed on junior-level jobs, which could be a reflection of the economic and unemployment situation in the country, hence instead of staying idle people will accept lower-paying jobs.

Majority of the civilian staff agreed and strongly agreed that working conditions/ environment and training/development influence their attitude to work (Tables 2-4). However, more than half of the respondent disagreed and strongly disagreed that financial rewards/incentives influence their attitude to work (Table 3).

This study showed that there is a significant relationship between work environment and civilian staff attitude to work with a P-value of 0.000 (Table 5). This means that the work environment has an impact on the workers' attitude to the job. This may range from the conduciveness of the environment and management style. This is in line with Spector and Beer's<sup>29</sup> argument that work systems cannot only affect commitment, competence, cost-effectiveness, and congruence but also have long-term consequences for workers' welfare, and there is some evidence to indicate that work systems designs may have effects on physical health, mental health and longevity of life itself. Additionally, Akinyele<sup>4</sup>, adds that a conducive work environment ensures the welfare of employees which invariably will enable them to exert themselves in their roles with all vigor that may translate to higher productivity.

Financial reward was observed not to significantly affect the attitude of the respondents to work in this study with a P-value of 0.057 (table 5). This finding is supported by a study which found pay and benefits to be weakly correlated with job satisfaction<sup>22</sup>. Conversely, in a quantitative study of correlates of job satisfaction among officers of Nigeria police observed that there was a significant relationship between remuneration and job satisfaction<sup>22</sup>. Also, a 2000 study conducted by Oshagbemi amongst United Kingdom academicians, found a statistically significant relationship between pay and rank of employees with their level of job satisfaction<sup>30</sup>.

This study showed a statistically significant relationship between training/development and the attitude of civilians to work with a P-value of 0.000 (Table 5). This finding is reinforced in a study of causes of poor attitude to work among workers of both Public and Private sector organizations in Bauchi State-Nigeria, which found a significant association between training and development and attitude to work<sup>1</sup>. Thus, training and retraining are quite often necessary for new and existing workers to adapt to their new skills or jobs that are rapidly and consistently changing with the influx of new technologies. This is in line with the findings of Ripley<sup>31</sup> which supported the argument that "effective training can be able to reflect in the worker's attitude and behavior in implementing their jobs through what they learned during the training program. A study suggested that public sector organizations had increased their concern about the effectiveness of training and development since it is critical to enhance on-the-job performance to achieve Key Performance Indicators (KPI) for each employee<sup>1</sup>. With the transformation of the knowledge society, training and development have been identified as a strategic tool for competitive positioning<sup>32</sup>.

The limitations of the study are the use of civilian staff in a singular military hospital establishment. In addition, the uniform personnel were not included in this study due to strategic reasons.

Furthermore, being a questionnaire-based study, the responses might not reflect the entire real situation as much as other methods like focus group discussion and in-depth interviews which will enable further probing.

## **VI. Conclusion And Policy Implications**

Attitude to work does not occur in isolation, as it is conceptualized as being dependent on organizational factors such as structure, size, pay, good working conditions, and leadership style, that constitute the organizational climate. Therefore, the management of 68 Nigerian Army Reference Hospital, Yaba is thereby adjured to relate effectively with their employees with an aim to improving/enhancing their performance.

The quality of the work environment influences employees and determines their degree of commitment to the organization. A conducive atmosphere makes work easier and relaxes the nerves of the employee. An environment influences a man because man depends on his environment for survival and growth. Man and his environment are interdependent. If the work environment is weak and cannot provide the conditions necessary for an improved work outfit, productivity, efficiency, and effectiveness will be greatly hampered. Therefore, a good working environment is paramount to goal attainment and at the time gives employees no room for exhibiting a lackadaisical attitude. Management including that of 68 Nigerian Army Reference Hospital, Yaba is, therefore, encouraged to provide the basic facilities that will enhance proficiency and make workers more committed to goal achievement which is the hallmark of every organization.

It can be concluded that an organization cannot prosper well, succeed, grow, or even survive without adequately addressing the issues of poor attitude. The low productivity being experienced in the Nigeria corporations, including Nigerian Army Medical Formations will be a history if workers are well trained, with continuous retraining and development, certain about the security of their job, promoted, provided with a good work environment, and given a feeling of importance by management.

This study has contributed to the body of knowledge on determinants of employee attitude toward work. However, due to the limitations of the study, the findings cannot be generalized. It is therefore proposed that a similar study using a combination of quantitative and qualitative data collection methods could be carried out in other military medical formations in other states of the federation for a clearer and bigger picture.

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