



ISSN: 2278 – 0211 (Online)

Effects Of Attitude On Individual Employee Performance In Organization: A Case Study Of Rift Valley Bottlers Limited

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Abstract:

Individual employee performance is very critical in explaining the production rate of any organization and Rift Valley Bottlers Limited is not an exemption. Since the performance of the Rift Valley Bottlers in terms of sales has been inconsistent for the past two years the researcher sought to determine whether among other factors; attitude, affect individual employee performance in an organization. The study adopted a descriptive case study research design. The study was carried out in Eldoret town at Rift Valley Bottlers Ltd – Coca Cola Company situated within the CBD. The target population comprised of employees, majority from the sales department, Distribution Department, Production Department, Finance and Human Resources Department. Proportionate and simple random samplings were used to obtain the sample size as well as selecting the actual study participants. The study used a sample size of 70 participants. Findings reveal that there is a positive relationship between attitude and performance. This is attested by the associations having a significance value of <0.05 , $t=4.171$ and $\beta=.519$

Key words: Attitude, effects, performance, organization

1.Introduction

Performance is associated with quantity of output, quality of output, timeliness of output, job attendance, efficiency and (or) effectiveness of the work completed. There may be variety of factors that affect their performance; however, this paper looked into how attitude affects individual performance. RVBL management conducts performance reviews and evaluations on quarterly, semi-annually and yearly basis. Since the performance of the Rift Valley Bottlers in terms of sales has been inconsistent for the past two years the researcher sought to determine whether among other factors; attitude, affect individual employee performance in an organization.

2.Review of Literature

Graham and Roger. (1998), defines attitude as 'An individual's characteristic way of responding to an object or situation. It is based on experience and leads to certain behaviour or the expression of certain opinions'. George and John (2003), 'Attitudes are emotions or feelings. They derive from relationships between perceived outcomes and individual values (perceptions of what is desired and important) and needs (perceptions of what is required). On the other hand, Laurie J.M in his book 'Management and Organizational behaviour' defines attitudes as 'providing a state of 'readiness' or tendency to respond in a particular way'.

According to Glick training associates – online, employee attitude is increasingly cited in surveys as the number one performance-related issue of companies, large and small. Attitudes determine the general approach of an employee to work, Graham and Roger (1998). A study carried out in 2006 by Seijts and Crim, "...an employee's attitude toward the work and the company has the greatest impact on loyalty and customer service than all other employee factors combined. An employee with a positive attitude usually enjoys the work that they do and feels empowered and recognized for their contributions, Dr. Jan Stringer –online. Coping with the continuous changes of the downsized, team-oriented and increasingly diverse workplace has left many people confused, fearful and sometimes angry. As attitudes deteriorate, so do commitment, loyalty and, most importantly, performance.

The study, Working Today: Exploring Employees' Emotional Connection to Their Jobs, completed earlier this year, noted that workers' negative emotions adversely affect productivity, profitability, performance, and retention, key factors in organizational success.

In a surprising discovery, researchers cited that among the intensely negative group, a full quarter of the workers planned to remain with their current employer. Their conclusion implies that workers may be just "hanging on" to their present jobs without being engaged in, or by, their work, and that they may be only moderately engaged in their work. The implication is clear: workers who are not fully committed to their work may be hampering organizational success.

3. Methodology

The study adopted a descriptive case study research design. Descriptive design is where the researcher is fairly knowledgeable about the key aspects of the phenomenon but has little knowledge if any regarding the details hence developing a profile of what is being studied and a case study emphasized on interrelationship of a number of factors thus in-depth analysis. This design was chosen as it adequately helps collect, organize and describe data at a particular moment in time and is adequate for such a status study.

The researcher used both the primary and the secondary data for the purpose of this study. Secondary data was collected from available books, publications, research studies, articles and websites. A questionnaire was designed to collect primary data. Data related to the topic was collected combining both aspects of qualitative and quantitative research.

The study was conducted at RVBL. The target population of the study consisted of the staff of the Human Resources Department, Finance Department, Production Department, Sales and Marketing Department and Distribution Department. Human Resource Department comprised 5 staff members, Finance department comprised 10 staff members, Production department comprised 20 staff members, Operations department comprised 35 staff members and sales and marketing department comprised 70 staff members, falling under different job groups. The study population was therefore 140 employees falling under different job groups. A sample size of 50% respondents' equivalent to 70 members of staff in the three departments was randomly selected to participate in the study. A simple random sampling within each department was employed so as to give each staff a chance to participate in the study as per table 2. However, to avoid biasness in the selection and to have a balance representation from each department, the formula below was used. This was done to achieve a representative sample comprising of employees in different cadres and departments. Simple random sampling, Gupta and Gupta; (2003), Onyango & Plaws (1987) was used to select the respondents in each sampling unit (stratum).

$$X/N * 70$$

Where:

X – The number of staff in particular department

N – The total number of staff in selected departments.

70– The sample size.

Department	Sample size selected
Human Resources	3
Finance	5
Production	10
Sales and Marketing	35
Operations	17
TOTAL	70

Table 1: Sample Size Of The Study

A questionnaire developed by the researcher was used as the main tool for the collection of data. A questionnaire was chosen because it is less expensive and did not consume a lot of time. This method was also selected with due consideration to the busy schedule of most of the respondents, the questionnaires allowed respondents to complete them at their convenient time. The questionnaires contained mainly closed and open-ended questions focusing three main variables; attitude, training and motivation factors.

The researcher introduced herself and appealed for accuracy and sincerity in responding to the questions raised in the questionnaire. The researcher then left the questionnaire for completion by the subjects for five days in order to provide humble time for subject's responses. The researcher then collected the completed questionnaires for analysis.

Data processing was done through different stages. The data collected from different questionnaires was organized so that order could be created. Cross checking was done so that errors could be detected and corrections made. This helped to find out completeness in the questionnaires. After cross checking the data, coding and later analysis followed. Data was then summarized using descriptive statistics such as means, modes, median, sums, percentages, frequencies and standard deviations. This was carried out to establish the spread and central tendencies of data gathered. The research questions and hypotheses were tested by specific inferential statistics namely; regression test.

4. Findings

There were 15 items categorized under the variable "attitude" (see Table 2). To categorize the responses, the mean of all the sub variables were calculated. The highest level of agreement was with the item "I have a sense of self worth (confidence) in performing my duties and responsibilities" with a mean of 4.65 which means majority of the employees have confidence in performing their duties and responsibilities hence a positive attitude at work.

Having self confidence at work boosts employee morale and therefore improves performance. The statement "My usual day at work is challenging and exciting and I am proud of the work I do" also indicated that majority of respondents are proud of the work they do in the company. Though the work is challenging, it is exciting at the same time. The lowest level of agreement was with the item "My management keeps me informed about new plans, changes and developments" with a mean of 3.68 which means that the respondents were neutral with the statement and that the management rarely keeps the employees informed about upcoming plans, changes and developments which somehow affect their attitude towards work eventually affecting their performance negatively.

Attitude	Mean	Std. Deviation
I have a sense of self worth (confidence) in performing my duties and responsibilities	4.65	0.71
I feel that our customers are the most important in our organization	4.54	0.87
I am happy to obey company rules and regulations	4.43	1.04
Customers appreciate the work that I do	4.41	0.90
My manager offers direction and sets expectations for the outcome	4.26	1.07
I feel appreciated when I achieve or complete a task	4.21	1.02
My co-workers are cooperative and work well together	4.19	1.03
My team members accept differences of opinions and still commit themselves to working together	4.10	0.93
My usual day at work is challenging and exciting and I am proud of the work I do	4.10	1.02
My supervisor foster a sense of team spirit among my workmates	4.03	1.18
I am proud to work in this company and I would recommend employment at this company to my friends	3.99	1.14
I like the recognition and encouragement I get for doing my job well	3.85	1.12
I am never bored with my job	3.69	1.21
My job allows me to balance work and family responsibilities	3.68	1.18
My management keeps me informed about new plans, changes and developments	3.68	1.18

Table 2: Attitude And Individual Employee Performance

Armstrong, M. (2006), "A handbook of human resource management practice" pp 264, A reviews of the extensive literature on 'Job satisfaction and performance' by Brayfield and Crockett (1955) concluded that there was little evidence of any simple or appreciable relationship between employee attitudes and their performance. An updated review of their analysis by Vroom (1964) covered 20 studies, in each of which one or more measures of job satisfaction or employee attitudes was correlated with one or more criteria of performance. The median correlation of all these studies was 0.14, which is not high enough to suggest a marked relationship between satisfaction and performance. This paper critique their findings considering the study findings presented in Table 4. Findings reveal that there is a positive relationship between attitude and performance. This is attested by the associations having a significance value of <0.05 , $t=4.171$ and $\beta=.519$

Model	R	Std. Error of the Estimate	Change Statistics			Durbin-Watson
			F Change	df1	df2	
1	.68 ^a	.32	26.71	3	92	2.10
R ² Change		.46				
Adjusted R ²		.44				
Sig. F Change		.00				

Table 3: Model Summary On Employee Performance

a. Predictors: (Constant), Attitude

b. Dependent Variable: Employee performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.221	.258		.856	.394		
	Attitude	.417	.080	.519	4.171	.005	.471	2.122

Table 4: Coefficients^a

a. Dependent Variable: Employee Performance

5. Conclusion

Individual employee attitude positively influences individual performances of employees in the RVBL. As a result, attitude of employees is very paramount in an organization and it should therefore be considered keenly for an organization to be competitive and productive.

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