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INFLUENCE OF STAFF ATTITUDE ON JOB PERFORMANCE OF RECORD OFFICERS IN LOCAL GOVERNMENT COUNCILS IN NORTH-CENTRAL NIGERIA

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Abstract

The study examines the influence of staff attitude on job performance of record officers in North- Central Nigeria. The study was guided by research objectives, one research question and one research hypothesis. A Descriptive correlation survey design was adopted, targeting population of 226 respondents. A questionnaire was used as instrument of data collection, 226 questionnaires were administered while 211 were completed and found usable representing 93% response rate. Stratified sampling techniques were used. Descriptive statistics percentage, means and standard deviation was used in data analysis while Pearson Product Moment Correlation Coefficient (PPMC) was used to determine the relationship between the variables. The study revealed that staff attitude has impact on job performance of record officers in local government councils in North-central Nigeria with the average weighted mean of 3.04, the study recommended that, the government should improve the well- being of its staff to make them perform effectively and that the management of the local government should find a way to create enabling workplace environment to records officers in order to motivate them to perform

Keywords: *Staff Attitude, Job Performance, Local Government Councils. North-Central and Nigeria*

Introduction

Job performance refers to the tasks or activities carried out by employees as their contributions toward achieving organisational success. Okorie (2019) states that job performance is all the behaviours employees engaged in while at work, that job performance could be approached in three dimensions; as a function of outcomes, behaviour and personal traits. The success of any business or organisation depends largely on the productivity of the employees (Ajayi, Ahmed, Olakunle, and Ojelade, 2019). With the present global economic trend, most employers of labour have realised the fact that for their organisations to compete favourably, the performance of their employees goes a long way in determining the success of the organisation. On the other hand, performance of employees in any

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organisation is vital, not only for the growth of the organisation but also for the growth of individual employees. Some parameters proposed for measuring job performance include quantity and quality of work, speed and accuracy, creativity and innovation, risk-taking, and skills for future development

In order to have good job performance, a clear goal or job expectation must be acknowledged to all employee levels as it helps the employees to have guideline or direction to move on and develop planned efforts to reach the goal. Employee performance should be continuously monitored through feedback, including advice or recommendations. This would help the employee to identify their mistakes and correct them immediately. By providing feedback, the job performance could be improved and thus increases the organisational productivity. The outstanding job performance would be one of the significant factors that contributes to the success of the organisation as it affects the whole organisational productivity

Staff attitude is regarded as a psychological construct representing an individual's predisposition toward certain behaviors, either positively or negatively. Bagozzi (2019) explains that *attitude* covers a range of concepts, including preferences, feelings, emotions, beliefs, expectations, judgments, appraisals, values, principles, opinions, and intentions. An attitude is actually a summary evaluation of an object or thought. The object or phenomenon can be anything a person discriminates or holds in mind and may include people, products, and organisations. Attitudes may be positive, negative, or neutral.

Employees are the life-blood of any organisation, understanding their behaviours and attitudes towards work and organisations is therefore a vital concern for management. Staff attitude can significantly influence both individuals and organisation performance. Attitude often emerge as a reaction to some factors within the organisation that satisfy or fail to satisfy employees need. Allport (2019) describes staff attitude as a mental state of readiness, organised through experience that exerts a directive or dynamic influence on an individual's response to objects and situations. Attitude generally consists of three components: affect (a feeling), behaviour (an action) and cognition (belief). Staff attitudes are influenced by factors such as job satisfaction, motivation, training and development, culture, and commitment. An employee's attitude towards organisational commitment is closely linked to job satisfaction and loyalty. According to Pickens (2019) emphasises that the success and failure of any organisation is significantly shaped the attitude of its motivated, committed, trained and satisfied workforce with its business processes. Also, Nickell (2019) highlights the importance of employee in the organisation and advocates for closer attention to their attitude, as these can directly influence organisational performance. A less motivated disloyal, less uncommitted and dissatisfied to organisational well-being as these factors can negatively impact organisational performance. Also, Nicholas (2021) further explains that an attitude is a psychological predisposition which is shown as a result of comparing one entity with some level of favour or disfavour. This suggests that employees behaviour and reactions within an organisation towards achievement of a goal is as a function of their belief and perception of the organisation commitment to satisfying their personal needs.

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Statement of the Problems

A record officer is a professional responsible for overseeing organisation records. Their task includes organising, securing, and maintaining data both digital and physical, they ensure compliance with laws and regulations by safeguarding information and improving operational efficiency. However, recent times shows that job performance of records officers seems to be low with complaint about poor services, lateness to work, absenteeism, leaving working place without permission, excessive non-work-related activities. These issues may be attributed to poor staff attitude which negatively affect the job performance of record officers in local government councils. It is against this background this study aims to examine the influence of staff attitude on job performance of record officers in North- Central Nigeria.

Research Objectives

1. Investigate how staff attitude (feelings, emotions, belief, judgment, appraisals and opinions) affects job performance of records officers in local government in North- central Nigeria.

Research Questions

1. What is the influence of the staff attitude (feelings, emotions, belief, judgment, appraisal and opinions) have on job performance of records officers?

Research Hypothesis

1. There is no significant relationship between staff attitude and job performance of record officers in local government councils in North-Central Nigeria

Significance of the Study

Local Government Chairmen, Directors of Personnel, Record Officers, Students and Researchers

Literature Review

Job performance is a critical factor through which employee ensure production, economic growth and survival of the organisation. Additionally, job performance provides the employees with economic rewards, job security, social status, family benefits medical care as well as recreational and educational opportunities. Job performance as a construct has been defined in various ways. According to Asiael and Bontis, (2019), generally described it as the set of behavior exhibited by employees. Agnieszka and Katarzyna (2020) consider job performance as comprising five aspects: Task proficiency, task meticulousness, work discipline, work improvement, and readiness for innovation. Pang and Lu (2019) defined it as all activities that are directly connected to the implementation of core job tasks. Therefore, according to Mustapha and Ali (2019), job performance can be understood as the effectiveness of the activities of employees that contribute to the realisation of organisational goals.

High performance employees pursue higher level of individual and organisational performance which involves quality, productive, innovation rate and cycle time of performance and therefore they will be able to assist organisation to achieve its strategic aims and sustaining the organisation competitive advantage (Gretchen and Christine, 2019) attract and sustain higher employee satisfaction and performance, employer needs to treat their workers as the most important internal resources and gratify them because committed and satisfied employees are normally high

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performers that contribute towards organisational productivity. Adam, (2020) argues that term "job performance" may need to be redefining to essentially broaden this construct to include non-productivity or extra-role dimensions such as cooperation, helping co-workers and superiors and generalised tendencies toward compliance. Guan and Frenkel (2019) refer job performance as the result of two elements, which consist of the abilities and skills (natural or acquired) that an employee possesses, and his/her motivation to use them in order to perform a better job. According to Nauman *et al* (2019), performance is oftentimes assessed in term of financial figures as well as through the combination of expected behaviour and task related aspects.

Job performance has been identified as the significant key for organisations to gain competitive advantage and superior productivity. Although competitive advantage is more relevant to private sector, it can be extended to public sector by including 'serving the public' because it is the ultimate objective of the public sector. Study by Ismail *et al*., (2019) has proved that work performance could help public organisation to improve service delivery. Realizing its importance, public organisations seem to pay attention on work performance in relation to formulating policies and enhance service delivery. This is because individual public employee's level of performance acts as a mirror for overall public performance at large. Hence, public employees must possess relevant knowledge, skills, and abilities to execute task-related responsibilities. With respect to public service delivery, individual employee's performance is closely related to customer satisfaction (Atamba, 2019), because the service delivery takes place during the contact moments between employee and customer. Therefore, employees work performance is crucial to government services as high work performance among employees is a significant management challenge for providing excellent services to the public at all levels.

Types of Job Performance

Task performance

Task performance covers a person's contribution to organisational performance, refers to actions that are part of the formal reward system (i.e., technical core), and addresses the requirements as specified in job descriptions (Silic *et al*, 2020). At a general level, task performance consists of activities that transform materials into the goods and services produced by the organisation or to allow for efficient functioning of the organisation (Deogankar*et al*., 2020). Thus, task performance covers the fulfilment of the requirements that are part of the contract between the employer and employee.

Contextual performance

Contextual performance consists of behaviour that does not directly contribute to organisational performance but supports the organisational, social and psychological environment. Contextual performance is different from task performance as it includes activities that are not formally part of the job description. It indirectly contributes to an organisation's performance by facilitating task performance.

Adaptive performance

Maley, *et al* (2021) point out that taxonomy of work performance did not initially include adaptive performance. However, due to changing and dynamic work environments, the need for adaptive employees has become increasingly

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important (Greene *et al*., 2019). Numerous authors refer to adaptability using different names. Stasielowicz (2019) discussed role flexibility about the proficiency of integrating new learning experiences.

Counterproductive performance

Counterproductive performance represents a risk for both the individual and the organisation. Such behaviours can manifest in a wide variety of forms, from minor acts such as leaving early, working slow, spreading rumours and inappropriate use of the Internet to major acts like stealing or sabotaging organisation`s equipment, harassment or physical violence toward other members of the organisation. Counterproductive workplace behaviour at the most general level, refers to any intentional behaviour on the part of an organisation member viewed by the organisation as contrary to its legitimate interests (Awoke 2019).

Staff Attitude

One of the most visible behaviour in any organisation is employees' attitudes towards various situations or performance expectations. Attitude influences how an employee acts or reacts to a particular situation, object, process, or leadership, often based on their satisfaction or dissatisfaction In organisation, a worker tends to put up a positive attitude when they are happy and satisfied. Attitude is a positive or negative feeling or mental state of readiness, learned and organised through experience that exerts specific influence on a worker's response to co-worker, objects and situations (Park and Lee 2020). This suggest that employee's behaviour and reactions to object, situation and people at the work place is as a function of how they feel internally which may be positive or negative. A positive feeling implies satisfaction, readiness to do some work enthusiastically while negative denote dissatisfaction and un-fulfilment which results to in subordination, lateness, absenteeism, low performance etc. It is simply a hypothetical construct representing an individual's degree of like or dislike for an item. In an effort to establish what prompts employees' attitude towards achievement of an organisation objective, Attitude illustrate the manner an employee feels in a given situation, which to an extent includes an employee 's feelings, his reaction towards his employer, his co-workers and his position within the organisation.

Appraisal

Performance appraisal is an organised, formalised, systematic process of assessing job related strengths and weaknesses of an individual appraise with the ultimate aim that if he performs well such strengths are encouraged and reinforced and if he performs marginally, his work habits can easily be identified and redirected in a manner conducive to the set objectives of the organisation. Appraisals are criterion variables that measure job performance of employees at a particular period.

According to Mustapha and Ali (2019), performance appraisal is about evaluating the employee's contribution to the productivity objectives of organisations.

Emotion

Employee performance is important for growth and success of any organisation. Many other factors affect employee performance, but emotions are the most significant element that determines the performance of employees. There are various research studies that show, regulation of emotions can strengthen performance at work. An emotion is basically the internal feelings or the reactions to the environment. Every

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individual has a large variety of positive and negative emotions. Emotions vary from person to person and it is very difficult to measure. It is related to a wide range of feelings, thoughts and changes in physical behaviour.

Ibrahim (2019), has studied the effect of managing emotions of employees in workplace. The research revealed that the main cause of employee emotion was increasing work with less or no guidance and support involving pressure to work and no clarity in the job description. Some measures to manage employee emotions were identified such as counselling, organising periodic seminars on how to deal with emotions and their work- related issues, developing better relationship with employees and restructuring their work load. Managing emotions according to this research are miscommunication and inability of the employer to identify personal traits of the employee.

Belief

A belief is an attitude that something is the case, or that some proposition is true. Belief is defined as fundamental, inflexible, and generalised beliefs that people hold about themselves, others and or the future (Mahmood *et al* 2019). When one has a belief, they are accepting that their theory or proposition is true. Beliefs have a degree of uncertainty because many beliefs cannot be observed directly. A personal beliefs help will guide them in their decision making and response to situation, beliefs are usually formed in childhood or any other significant formative experience.

Judgment

As a form of practical wisdom, judgments help individuals to make decisive calls based on observances and results they have experienced first-hand throughout their life (Kang and Park 2019). Qualitative judgment in particular is utilised when people formulate and select the right options based on experience gained from working. Sometimes a staff will have all the information she or he needs to make a sound decision, though other times may require a leader to "suspend rationality" and ignore the numbers to make a decision based on what is or her heart is leading them to do. Judgments' that are grounded in emotion tend to be based on intuition, which are quick judgments' that usually involve accounting for feelings of yourself and others (Aziz and Ahmed 2021).

Opinion

An opinion is a judgment, viewpoint, or statement that is not conclusive, rather than facts which are true statements. Many employees have opinions about their organisation but never voice them for fear of reprisal. This tendency keeps valuable information hidden from those who make decisions. Voicing opinions is a professional manner that can boost the profile of an employee and improve the morale of organisation. Leaders, who are receptive to all opinions, whether they are ideas, constructive feedback or even concerns over a decision, have employees who are more engaged and productive.

Research Methodology

The descriptive correlation survey design was adopted, the target population of this study is 599 record officers in (6) six states, including Abuja in North- Central Nigeria

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S/N	State	Local Government	Record Officers
1	NIGER STATE	6	120
2	BENUE STATE	6	62
3	FCT ABUJA	2	57
4	NASARAWA STATE	6	79
5	KWARA STATE	6	99
6	KOGI STATE	6	76
7	PLATEAU STATE	6	106
	TOTAL	**38**	**599**

Stratified sampling techniques is used to select local government from each of the three senatorial districts across the six-state including Abuja in North-central Nigeria. The questionnaire was used as data collection instrument. The instrument was validated by two experts from the measurement and evaluation in the department of science technology education in federal university of technology, Minna. The instrument was tested during the pilot study to certify its reliability. The data collected was analysed using Cronbach Alpha Formula. The result obtained was 0.74, which shows that the instrument was reliable. The pilot study was carried out in Zaria local government in Kaduna State. The researcher administered 20 copies of the questionnaire and the data collected was analysed using Cronbach Alpha Coefficient test. The data is analysed using descriptive statistics percentage, mean, standard deviation, while inferential statistics of Pearson Product Moment Correlation Coefficient (PPMC) was used to determine the relationship between the variables. The data was analysed using descriptive statistics percentage, mean, standard deviation.

Data Analysis and Presentation

Response Rate

A total number of two hundred and twenty-six (226) copies of the questionnaire were administered to Records Officers in six (6) States and the Federal Capital Territory in North-central, Nigeria. Two hundred and eleven (211) copies representing 93% response rate were properly filled and returned for analysis. Table 4.1 shows the response rate based on the number of the questionnaire administered returned and percentages for the states and the Federal Capital Territory studied.

Table 1: Response Rate

S/N	Local Government Council	No. of Administered questionnaire	No. of Returned questionnaire	Percentage(s) (%)
1	FCT Abuja	22	21	95
2	Benue State	23	23	100
3	Kwara State	37	34	92
4	Kogi State	29	28	96
5	Nasarawa State	30	29	97
6	Niger State	45	39	87
7	Plateau State	40	37	92
	Total	**226**	**211**	**93**

The table revealed that 22 copies of the questionnaire were administered to Records Officers FCT Abuja, 21 copies representing (95%) were returned, 23 copies of questionnaire were administered to Record Officers in Benue State , 23 copies representing (100%) were returned, 37 copies of questionnaire were administered to

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Record Officers in Kwara State, 34 copies representing (92%) were returned, 29 copies of the questionnaire were administered to Record Officers in Kogi State , 28 copies representing (96%) were returned, 30 copies of questionnaire were administered to Record Officers Nasarawa State, 29 copies were returned representing (97%), 45 copies of questionnaire were administered to Record Officers in Niger State, 39 copies representing (87%) were returned and 40 copies of questionnaire were administered to Record Officers in Plateau State, 37copies representing (87%) were returned. The total response rate is 92%

Research Question One: How does staff attitude (feelings, emotions, beliefs, judgment, appraisal, and opinions) affect the job performance of records officers?

S/N	Statements	SA 4 Fq	%	A 3 Fq	%	D 2 Fq	%	SD 1 Fq	%	N	FX	Mean	Decision
	Feelings												
1	Staff positive feelings of happiness, pride and enthusiasm can lead to greater job satisfaction and productivity in local government	82	38.9	95	45.0	30	14.2	4	1.9	211	677	3.21	High influence
2	Attitude of staff increases creativity and encouragement among the employees in local government	81	38.4	105	49.8	21	10	4	1.9	211	685	3.24	High influence
	Emotions												
3	Management needs to understand which emotions are accepted in the workplace in local government	51	24.2	56	26.5	67	31.8	37	17.5	211	543	2.57	Low influence
4	Emotion leads to lower efficiency and job performance in local government	29	13.7	34	16.1	84	39.8	64	30.3	211	450	2.13	Low influence
	Belief												
5	Record officers expectations about people they work with influence job performance in local government	66	31.3	94	44.5	37	17.5	14	6.6	211	634	3.00	Low influence
6	Organisation culture and work environment influence job performance of record officers in local government	82.	38.9	105	47.9	21	10.0	7	3.3	211	680	3.22	High influence
	Judgment												
7	Staff making the best decision rather than relying on someone'sdecision influences job performance in local government	103	48.8	86	40.8	18	8.5	4	1.9	211	710	3.36	High influence
8	Employment satisfaction, management standard, training and engagement influence employee performance in local government	86	40.8	81	38.4	42	19.9	2	0.9	211	673	3.19	High influence
	Appraisals												
9	Staff might need to be better at his job in a more precise and actionable way	103	48.8	80	37.9	19	9.0	9	4.3	211	699	3.31	High influence
10	Employees have a clear understanding of their responsibilities and outcomes	87	41.2	111	52.6	11	5.2	2	0.9	211	705	3.34	High influence
	Opinion												
11	Staff teams work more effectively towards their achieving goals in local government	84	39.8	111	52.6	13	6.2	3	1.4	211	698	3.31	High influence
12	If effective feedback is given to employees on their progress towards their goals, employee performance will improve in local government	53	25.1	54	25.6	61	28.9	43	20.4	211	539	2.55	Low influence

Decision: Average Weighted Mean = 3.04

The table reveals the perceived influence of staff attitude on the job performance of records officers in local governments in North Central Nigeria. The average weighted mean (3.04) is the benchmark for the decision. All means equal to or above the weighted mean (3.04) indicate that most respondents agreed that the display of such attitude has a high influence on the job

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performance of record officers. All means below the weighted mean (3.04) indicate that most respondents perceived that the display of such an attitude has a low influence on the job performance of record officers.

The study revealed that average feelings and attitude had high influence on the job performance of the record officers. Emotions affect influence on the job performance of the records officers. Belief-Expectations about people had low influence while organisation culture had high influence on the job performance of the records officers. Similarly, judgment and appraisals had a high influence on the job performance of the record officers while opinions had low influence on the job performance of the records officers.

H_{01}: There is no significant relationship between staff attitude and job performance of record officers in local government councils in North-Central Nigeria

Relationship between staff attitude and job performance of record officers in local government councils in North-Central Nigeria

Correlation Analysis		**Job performance**	**Staff Attitude**
Job Performance	Pearson Correlation	1	.955**
	Sig. (2-tailed)		.000
	N	211	211
Staff Attitude	Pearson Correlation	.955**	1
	Sig. (2-tailed)	.000	
	N	211	211

The table reveals that, the Pearson Correlation Coefficient (r) =0.955, this implies that there is a strong positive relationship between staff attitude and job performance of record officers in local government councils in North-Central Nigeria. The P- value is 0.000 which is less 0.05 level of significance, this implies that there is strong relationship between staff attitude and job performance of record officers in local government councils in North-Central Nigeria

Summary

The record officers perceive that staff attitude (feeling, emotion, belief, judgment, appraisal and opinion) affect their job performance of record officers in local government councils in North-central Nigeria, with average weighted mean of 3.04 which shows that staff attitude affect job performance

Recommendations

Based on the findings the recommendations are as follows:-

1. The government should improve the well-being of its staff to make them perform
2. The management of the local government should find a way to create an enabling environment to records officers in other to motivate them to perform

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