

EFFECT OF WORK ATTITUDE, REMUNERATION, AND EMPLOYEE PERFORMANCE OF NON-ACADEMIC SENIOR STAFF OF NIGERIAN UNIVERSITIES: A STUDY OF PRINCE ABUBAKAR AUDU UNIVERSITY, ANYIGBA

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ABSTRACT

The effective utilization of resources, particularly human resources, is a significant challenge facing institutions and organizations in achieving their goals and objectives. This research investigates how work attitude and remuneration impact the performance of non-academic senior staff at Prince Abubakar Audu University, located in Kogi State, Nigeria. Employing a quantitative research approach, the study utilized a questionnaire to gather data from a sample of 212 respondents selected via simple random sampling. The collected data underwent analysis using multiple regression analysis for inferential statistics and mean and standard deviation for descriptive statistics. The findings revealed a statistically significant relationship between work attitude, remuneration, and employee performance. Specifically, positive work attitudes and competitive remuneration practices were found to significantly influence employee performance at the university. The study recommends the introduction of new pension schemes, gratuity, retirement plans, and other benefits, as well as regular performance appraisals, to foster positive work attitudes and a sense of fair remuneration among employees.

Keywords: Employee Performance, Equity Theory, Higher Education, Remuneration, Work Attitude.

INTRODUCTION

Institutions, organizations, and their managers commonly encounter a multitude of challenges, particularly in the realm of management. These challenges revolve around the efficient and effective utilization of resources to attain organizational goals and objectives. Among these managerial challenges, issues related to employees stand out prominently. These include aspects like work attitudes, employee compensation, and overall employee performance, among others.

Human resources are arguably the most crucial among all resources, distinguishing organizations through their human capital (Maimuna & Rashal, 2013). For organizations to thrive, they must attract and retain proficient employees to bolster productivity and competitiveness (Sunia, 2014). Work attitude, as conceptualized in this study, comprises of a range of essential ideas linked to performance, efficiency,

competence, and productivity. It represents a blend of these concepts that shape our understanding of work attitude. Thus, work attitude comprises of not only a worker's skills and understanding of job requirements but also includes the pace and quality of job execution. Therefore, it is imperative for this research to comprehensively assess the impact of work attitude, compensation, and employee performance among non-academic senior staff at Nigerian University, with a focus on Prince Abubakar Audu University.

On the contrary, universities are formal institutions populated by highly educated individuals who are expected to serve as role models for other organizations. This expectation includes cooperation among staff, punctuality, emotional maturity, mutual respect, dedication, productivity, personal integrity, and a sense of responsibility. Ifedili and Ifedili(2011) acknowledges that modernity has humanized jobs in many educational institutions, emphasizing that an organization's survival now hinges significantly on the work attitudes of its employees and their willingness to adhere to behavioral norms. However, Titang (2013), Giri and Pavan Kumar (2010) argued that McGregor's theory is impractical in Nigeria. They contend that productivity increases with close supervision, attributing this to cultural differences, educational levels, and living standards, which contribute to a general lackadaisical attitude among university workers in Nigeria. This nonchalant attitude, particularly among non-academic staff, is a growing concern for many stakeholders.

Remuneration is commonly understood as the total income an individual earns, comprising various payments determined by specific rules. Dessler (2000) provides a definition of remuneration as the compensation or reward extended to individuals in exchange for their labor. He outlines various indicators of remuneration, encompassing basic salary, wages, health schemes, pension schemes, transport allowances, overtime allowances, and responsibility allowances. Additionally, it can be characterized as monetary or financial advantages such as salaries, wages, bonuses, incentives, allowances, and other perks granted to an employee or group of employees by the employer (firm) in recognition of their services, dedication to the organization, or as a form of employment acknowledgment.

One of the primary objectives of being an employee is to earn income in the form of wages or compensation, which is essential for meeting basic needs such as food, clothing, and housing. It is crucial for companies to determine wages that are feasible and can adequately meet the basic life necessities of their employees (Marsinah & Indriani 2023). Agburu (2012) emphasizes the importance of fair and equitable salaries and wages in Nigeria, highlighting that they are not only essential but also crucial from the employees' perspective. Any perceived lack of fairness or equity in wages can lead to dissatisfaction among employees, especially in economies like Nigeria. For many Nigerian employees, wages and salaries are of paramount importance as they directly impact their livelihoods and the well-being of their families. As the primary financial rewards, wages and salaries take center stage in the hierarchy of work rewards, significantly influencing employees' satisfaction and motivation.

Performance holds significant importance for individuals as it involves accomplishing tasks and achieving high levels of output, which can be a source of satisfaction leading to feelings of mastery and pride. Inadequate performance and the inability to achieve objectives can lead to discontentment or even

personal disappointment. Performance entails an employee's proficiency and capacity to carry out their duties competently. Efficiency, conversely, pertains to the swiftness with which tasks are fulfilled. Competence signifies the diverse methods through which an employee is trained or equipped for their job obligations. Productivity, in the meantime, measures the output of work done, indicating the efficacy and efficiency of the employee in completing tasks.

The primary concern for most institutions and their staff, from a managerial perspective, it involves making optimal use of human resources to attain the goals and objectives of an organization in an effective and efficient manner. The perception of employee work attitude significantly impacts an organization's success. When employees are satisfied with their work attitude and remuneration policies, their attitude translates into positive or negative behavior, thereby affecting the organization's outcomes positively or negatively. Previous studies have explored various factors influencing employee performance (Calvin, 2017; Nwannebuife et al., 2020; Nwosu et al., 2018). However, most of these studies were conducted in states other than Kogi State, indicating a need to investigate these crucial variables specifically in Kogi State. Therefore, there is a necessity to empirically examine the impact of work attitude, remuneration, and employee performance among non-academic senior staff at Nigeria University, focusing on Prince Abubakar Audu University in Anyigba, Kogi State.

The research question guiding this study is: What impact do work attitude and remuneration have on influencing and improving employee performance at Prince Abubakar Audu University?

The study examined the role of work attitude and remuneration in checking and influencing employee performance at Prince Abubakar Audu University, This study contributed to the existing body of knowledge by testing the hypothesis.

H₀₁: Work attitude and remuneration do not play any vital role in checking employee performance at Prince Abubakar Audu University in Anyigba, Kogi State.

H₀₂: Work attitude and remuneration play vital role in checking employee performance at Prince Abubakar Audu University in Anyigba, Kogi State.

REVIEW OF RELATED LITERATURE

Concept of Work Attitude and Remuneration

Work attitude refers to an individual's overall perspective towards their job, which includes their feelings, beliefs, and behaviors (Robbins & Judge, 2013). Positive work attitudes, such as job satisfaction and organizational commitment, are crucial as they can lead to higher levels of performance, reduced turnover, and improved organizational citizenship behaviors (Meyer & Allen, 1997). Conversely, negative work attitudes can result in absenteeism, low productivity, and increased turnover intentions (Judge et al., 2001).

Remuneration, on the other hand, includes all forms of financial compensation and benefits provided to employees in exchange for their work (Milkovich et al., 2011). It includes salaries, wages, bonuses, and

other financial rewards. Effective remuneration strategies are essential for attracting, motivating, and retaining employees, as they directly impact job satisfaction and perceived organizational support (Heneman & Judge, 2000). Fair and competitive remuneration can enhance employee performance by fostering a sense of value and recognition, while inadequate compensation can lead to dissatisfaction and decreased productivity (Armstrong & Taylor, 2014).

Institutions of higher learning and businesses aiming to thrive in today's diverse and challenging economy recognize the importance of investing in work attitude and remuneration to enhance employee performance, as these are crucial measures emphasized by top management. Employees, in turn, are increasingly concerned about their productivity and job attitudes within their dynamic environments. Sustainability in this context involves meeting present needs without compromising future generations' ability to meet their own (Akpan, 2008).

Employee work attitude is a longstanding and influential area of study within organizations (Judge & Kammeyer-Mueller, 2012). Attitude, in this context, refers to a psychological inclination manifested through the evaluation of a particular entity with varying degrees of favor or disfavor (Eagly & Chaiken, 1993). Employee work attitude encompasses the evaluation of an employee's feelings, beliefs, and attachment to their job. This definition considers both the affective (emotional) and cognitive (thinking) components of these evaluations, acknowledging that they may not always align perfectly (Schleicher et al., 2004).

Ridaryanto (2020) illustrates that work attitude reflects the actions taken by employees, where their effort is reflected in the outcomes of their work. Another interpretation of work attitude is the inclination of thoughts and feelings towards satisfaction or dissatisfaction with one's work (Purwanto, 2020). Work attitude also involves evaluating the fit between the tools employees use for their jobs and their physical measurements, ensuring they are appropriately sized for the tasks. Maintaining a balanced state of attitude is crucial for working comfortably and effectively over the long term.

There are four types of work attitudes: (i) Prolonged sitting posture can lead to discomfort and fatigue in skeletal muscles, including the spine, (ii) Standing posture fosters alertness both physically and mentally, promoting faster and more thorough work, although continuous standing can lead to blood and fluid accumulation in the feet (Santosa, 2004), (iii) Stooping posture is optimal for muscle health, with a slightly bent sitting posture and an upright bone posture recommended to avoid slouching and weak abdominal muscles; thus, working in an upright sitting posture interspersed with slight bends is advisable (Suma'mur, 1979), and (iv) Dynamic posture involves changing positions (sitting, standing, bending, and being straight) at work, offering biomechanical advantages over static postures, reducing muscle strain, skeletal discomfort, and spinal pain, making it an ergonomic intervention with benefits for the majority of workers (Suma'mur, 1979).

Key indicators of work attitudes include: (i) Job satisfaction, reflecting positive sentiments toward work quality and personal fulfillment; considerations also extend to autonomy, competence, and the work environment, (ii) Job involvement, a concept related to work attitudes, measures how much individuals identify with their jobs and value performance as an aspect of self-esteem, and (iii) Organizational

commitment, indicating an employee's alignment with an organization's goals and their desire to remain part of the organization, reflecting both a preference for their specific job and commitment to the broader organizational objectives.

A comprehensive examination of existing literature on remuneration reveals diverse perspectives and definitions. Dessler (2000) defines remuneration as the pay or reward given to individuals for work done, encompassing indicators such as basic salary, wages, health schemes, pension schemes, transport allowances, overtime allowances, and responsibility allowances. Remuneration can be understood as monetary or financial benefits, including salaries, wages, bonuses, incentives, allowances, and benefits provided to employees by the employer as a result of their services rendered, commitment to the organization, or as a reward for employment.

Various definitions highlight distinctions between salaries and wages. Braton and Gold (2003) describe basic salary as a fixed payment for non-manual employees, typically expressed annually and paid monthly without additions for productivity. Wages, on the other hand, pertain to payments for manual workers, usually calculated based on hourly or piece rates. Surbhi (2015) distinguishes salary as a fixed amount paid at regular intervals for performance and productivity, while wages are hourly-based payments for work completed in a day. The distinction extends to the nature of work, with salaried individuals often associated with "white collar office jobs" indicating education, skills, and higher societal positions, while waged individuals are linked to "blue collar labor jobs" representing unskilled or semi-skilled work with daily wages.

The significance of wages and salaries is underscored by their role in meeting basic needs such as food, clothing, and housing for employees. Marsinah and Indriani (2023) emphasizes the importance of determining feasible wages that adequately address employees' life necessities. Agburu (2012) argues for equitable wages, stating that fair and just rewards are crucial for employee satisfaction, especially in economies like Nigeria. For many Nigerian employees, wages and salaries are paramount, directly impacting their livelihoods and family well-being, making them central in the rewards system for work.

A bonus serves as a reward for meeting specific company goals or demonstrating dedication to the organization. Heathfield (2020) defines bonus pay as additional compensation beyond the base salary or hourly rate specified in an employee's offer letter, personnel file, or contract. Bonuses can be distributed randomly when affordable for the company or specified in contracts.

According to Bardot (2014), bonuses are retroactive and often discretionary, awarded based on management-defined criteria for past achievements like reaching profit targets or organizational milestones. In contrast, incentives are forward-looking plans tied to predetermined objectives communicated to employees. Incentive schemes aim to influence behavior towards these goals by offering rewards, which can be cash or non-monetary, such as gifts or travel, especially in sales roles. Incentive plans are non-discretionary, paying out when agreed-upon objectives are met.

Bardot (2014) distinguishes bonuses as single payments at the end of a performance period, typically a year, rewarding exceptional effort or achievements. Incentives, however, are rewards, tangible or

intangible, designed to motivate individuals or groups towards specific behaviors or outcomes. Incentives define what needs to be achieved and what the employee will receive upon accomplishing it, resulting in a stronger behavioral and motivational impact compared to bonuses.

Motivation encompasses the factors that drive and sustain human behaviors towards achieving specific goals. George and Jones (2012) categorize motivation into two classes: intrinsic and extrinsic. Intrinsic motivation stems from an individual's internal desire to perform a task out of personal interest rather than for external rewards. On the other hand, extrinsic motivation occurs when an individual is driven to act in a certain way due to external rewards or to avoid punishment.

Hellriegel et al. (1999) defines motivation as any influence that prompts, directs, or guides an individual's actions. It is an internal force that leads to specific behaviors. For organizations focused on improving productivity, motivation factors play a crucial role in enhancing employee job satisfaction levels, which ultimately contributes to increased organizational productivity.

Extrinsic motivation plays a significant role in enhancing an employee's effectiveness and efficiency. External factors like fair compensation, conducive work environments, and opportunities for training and career development are crucial in motivating employees to perform their duties resourcefully and successfully. An organization that neglects to provide a positive work environment, adequate compensation, and avenues for professional growth risks having a demotivated workforce. A demoralized workforce is less likely to effectively and efficiently carry out their responsibilities, resulting in lower performance and productivity levels (Dubin, 1965).

Murphy (1989) and Campbell et al. (1990) were among the first authors to define performance as behavior. Employee performance is typically understood at a micro level as "actions and behaviors that are within the individual's control and contribute to the organization's goals" (Campbell et al., 1990; Murphy 1989). This conceptualization introduces three key ideas: firstly, performance should be evaluated based on behaviors rather than just outcomes; secondly, it encompasses behaviors that are relevant to the organization's objectives; and thirdly, it is multidimensional in nature. Muchinsky (2003) further defines employee performance as a set of behaviors exhibited by workers that can be monitored, measured, and assessed for individual achievements.

Despite Murphy's (1989) argument that employee performance should be defined primarily in terms of actions and behaviors rather than results or outcomes, scholars such as Viswesvaran and Ones (2000) have suggested that drawing a clear distinction between behaviors and results can be challenging, leading to the inclusion of results in the conceptualization of employee performance. Viswesvaran and Ones (2000) define employee performance as scalable behavior, actions, and outcomes that employees engage in or bring about, which are linked with and contribute to organizational goals. Supporting this perspective, Cardy and Leonard (2014) argue that ultimately, the outcomes or results of behaviors hold more significance for employers or management than the activities that lead to those results.

Therefore, this study focuses on exploring the effects of work attitude and remuneration on employee performance.

Theoretical Framework

Theoretical frameworks and theories related to work attitude and remuneration have been developed by various researchers. One prominent theory is the Equity Theory of motivation, developed in the early 1960s by J. Stacey Adams (Adams, 1963). This theory recognizes that an individual's work attitude and motivation can be influenced by their perception of fair treatment in social exchanges. Specifically, individual's desire fair compensation relative to their contributions, the outcomes they experience should align with their inputs. An individual's beliefs about fairness can significantly impact their motivation, attitudes, and behaviors. As highlighted by Apenteng (2012), when applied in the workplace, Equity Theory focuses on the relationship between an employee's work and compensation, as well as their efforts to minimize any feelings of unfairness. Because Equity Theory revolves around social relationships and perceptions of fairness or unfairness, it is also referred to as the Social Comparisons Theory or Inequity Theory. In the context of this study, the theory suggests that non-academic senior staff at Prince Abubakar Audu University are likely to perform better if their work attitudes are stimulated by a fair and supportive work environment.

Empirical Review

A study by Nwosu et al. (2018) evaluated work attitude and job performance among non-teaching staff at a Nigerian university, specifically focusing on the Junior Non-Academic Staff (JNAS) of Ebonyi State University, Abakaliki, Nigeria. The study sampled 284 or 30% of the university staff from a population of 976 at the time of the study. Descriptive statistical tools were employed to measure the variables. The findings indicated that JNAS at Ebonyi State University demonstrated a highly positive attitude toward work, particularly regarding teamwork, leading to high job performance. This positive work attitude, effective communication, and regular attendance contributed significantly to the institution's job performance and productivity. The findings suggest that universities and other tertiary institutions should give priority to enhancing staff work attitudes to promote effective job performance and overall productivity.

Calvin (2017) explored the impact of remuneration on employees' performance, focusing on Abdul Gusau Polytechnic in Talata-Mafara and the State College of Education in Maru, both situated in Zamfara State. The primary objective was to examine how remuneration influences employees' performance. A structured questionnaire was administered to eighty-three employees across both institutions to collect data on remuneration and performance. The dependent variable was employees' performance, while the independent variable was remuneration, encompassing salary/wages and bonus/incentives. Data analysis was carried out using Pearson correlation and multiple regression models with SPSS 22.0 and E-views 9.0. The results revealed a significant and positive association between remuneration and employees' performance, underscoring the motivational role of salary/wage and bonus/incentives for employees. The study recommended the timely disbursement of salaries, wages, and all entitlements, along with encouraging employee involvement in determining pay structures.

Babagana and Dungus (2015) conducted a study on the influence of staff compensation on students' academic performance at Ramat Polytechnic in Maiduguri, Borno State. The study involved distributing

questionnaires to 45 academic staff members across the polytechnic's five schools: the School of Environmental Studies, the School of Engineering and Applied Science, the School of Agricultural Science and Technology, the School of Management Studies, and the School of Vocational and Technical Education. They performed regression analysis and Pearson's Product Moment correlation on the gathered data using Microsoft Excel. The results showed a strong positive link between Ramat Polytechnic Maiduguri students' academic achievement and staff compensation, which includes fringe perks and working conditions.

METHODOLOGY

The study adopts the quantitative research approach and was carried out at Prince AbubakarAudu University Anyigba, Kogi State, in the year 2022. The university had a non-academic senior staff population of 453 individuals at the time of the study, as reported by the head of the payroll unit, comprising 345 males and 108 femalesbased on the method developed by Krejcie and Morgan (1970) to determine the sample size needed for a particular population, which ensures a representative and statistically significant sample, a sample size of 212 was selected at 95% confidence level and population proportion of 50%. The primary data collection instrument utilized in this study was a questionnaire. Data collected were analyzed using multiple regression analysis, mean and standard deviation for descriptive statistics.

DATA ANALYSIS AND DISCUSSION OF FINDINGS

Descriptive Statistics

Table 1 presents the descriptive statistics for the variables used in the regression analysis: work attitude, remuneration, and employee performance. The means and standard deviations provide insights into the central tendency and dispersion of the data. 212 questionnaires were distributed to respondents from the institution and all the 212 questionnaires were filled and returned.

Table 1

Descriptive Statistics for Work Attitude, Remuneration, and Employee Performance

Variable	Mean	Standard Deviation
Work Attitude	3.75	0.98
Remuneration	3.60	1.05
Employee Performance	3.80	1.02

Regression Analysis

An analysis utilizing multiple regression was performed to ascertain the impact of work attitude and remuneration on employee performance. In this analysis, the dependent variable is employee performance, while the independent variables consist of work attitude and remuneration.

Table 2

Regression Results for Employee Performance

Predictor	B	SE	T	P
(Constant)	1.25	0.45	2.78	0.006
Work Attitude	0.48	0.10	4.80	<0.001
Remuneration	0.42	0.11	3.82	<0.001

Note. B = unstandardized coefficient; SE = standard error.

Model Summary:

$R^2 = 0.45$

Adjusted $R^2 = 0.44$

$F(2, 209) = 86.32, p < 0.001$

The regression analysis indicates that both work attitude and remuneration significantly influence employee performance at Prince Abubakar Audu University Anyigba, Kogi State. The coefficients for work attitude and remuneration are 0.48 and 0.42, respectively, indicating that an increase in either variable is associated with an increase in employee performance.

The model explains 45% of the variance in employee performance ($R^2 = 0.45$), and the overall model is statistically significant ($F(2, 209) = 86.32, p < 0.001$).

The findings of this regression analysis support the alternative hypothesis that work attitude and remuneration significantly influence employee performance at Prince Abubakar Audu University Anyigba, Kogi State. Specifically, both work attitude and remuneration have positive and significant effects on employee performance, highlighting the importance of these factors in enhancing employee productivity and satisfaction.

Discussion of Findings

The study discovered that work attitude and remuneration have a significant impact on employee performance at Prince Abubakar Audu University. This finding is consistent with Adams' (1963) equity theory of motivation, which proposes that individuals are driven by a feeling of fair treatment, particularly in terms of outcomes proportional to their inputs or contributions. Employees are more likely to perform well when they believe the organization promotes fair remuneration and favorable work attitudes.

This study's results corroborate the findings of previous empirical studies in this domain. For instance, Nwosu et al. (2018) reported that positive work attitudes, effective communication, and regular attendance significantly contributed to job performance and productivity among non-teaching staff at Ebonyi State University in Nigeria. Similarly, Calvin (2017) found a strong positive relationship between remuneration (including salary/wages and bonuses/incentives) and employee performance at Abdul Gusau Polytechnic and the State College of Education in Zamfara State.

By highlighting the importance of fair and competitive remuneration practices in enhancing employee performance. This study findings also agrees with the arguments put forth by Agburu (2012), who emphasized the criticality of equitable wages and salaries for employee satisfaction, particularly in economies like Nigeria, where wages and salaries directly impact employees' livelihoods and family well-being.

This study also emphasizes the importance of positive employee work attitudes. Ridaryanto (2020) and Purwanto (2020) agreed that work attitude reflects employees' actions and effort, affecting their job outcomes. Businesses may boost productivity and performance by fostering job happiness, job involvement, and organizational commitment.

CONCLUSION AND RECOMMENDATIONS

The study concludes that work attitude and remuneration significantly influence employee performance among staff at Prince Abubakar Audu University Anyigba, Kogi State. It was found that when staff receive all outstanding promotion arrears along with high remuneration, their work attitude level is high and they feel more secure about their jobs. This leads to a tension-free work environment and increased loyalty to the management, ultimately resulting in higher levels of performance among employees. Additionally, staff satisfaction with the university's remuneration policy directly correlates with their job performance, as proper rewards for performance enhance their motivation levels.

As a result of these findings, this study recommends that the University Management should introduce and implement new pension schemes, gratuity, retirement plans, and other benefits for their employees. Additionally, regular performance appraisals should be conducted to motivate employees and foster a positive attitude towards achieving higher performance.

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