

# An Appraisal of Administrative Staff of Enchi College of Education in the Western North Region of Ghana

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## Abstract

The study was to assess the Administrative Staff of Enchi College of Education in the Western North Region of Ghana on their job performance. Qualitative method was employed for this study. The population of study comprised administrative staffs of Enchi college of education. The total population for the study was sixteen (16) and these were made up of five (5) senior administrative staff A and eleven (11) senior staff B administrative assistant. Purposive and convenient sampling techniques were used to sample the respondents and the institution for the study. The main instrument for data collection was interview. The study revealed that, some of the attitudes found among the employees include job satisfaction, lack of employee involvement in the affairs of Enchi College of Education, organizational commitment, lateness and absenteeism. It is obvious that the employees exhibit all manner of attitudes towards work related activities that has the capacity to affect job performance. The study also revealed that, some employees believed that they are not given the needed information to carry out their tasks. It is recommended that, in order for the institution to record higher productivity and as well get employees to work with passion, it is necessary that an approach to employee motivation is considered. It is also recommended that, working conditions especially the offices of the employees must be made suitable for them to work in. Management must ensure that all offices which do not meet the standards of a good office must be renovated.

## Keywords

Employees, Attitudes, Enchi College of Education, Western North Region, Ghana

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## 1. Introduction and Background

Employees are the life force of every institution and the most substantial resource, hence, their behaviour and attitudes towards work is recognized as important [1]. Developing countries like Ghana can also experience economic success with the necessary financial support and human resources if much concentration is placed on employee attitudes towards work to improve job performance. Employees exhibit certain attitudes that can directly affect organizational atmosphere and its output. Employers are to ensure a conducive

environment to enable employees carry out their work. This can be a motivation for employees to work harder and complete their tasks successfully as expected.

However, feelings that an employee has towards his organization, employer, coworkers and his /her position is what is termed as attitude. This type of feeling employees have enable them to have some sought of commitment to the organization as well as have job satisfaction [2]. Therefore, stated that employees' level of attachment to their employing organization is what is termed as organizational commitment. Structures of the work environment will provide job satisfaction to employees more quickly than organizational commitment [4]. Basically, binding of employees and their

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organization to their work roles is termed employee engagement. Employees will physically, cognitively, and emotionally express themselves well when discharging their roles only if they are engaged in their working organizations [5]. Employees' beliefs about the organizations in which they work, its leaders and working conditions is an aspect of cognitive employee engagement, the feeling of whether employees have positive or negative attitudes towards their employing organization and its leaders is the emotional aspect of engagement.

Consequently, energies physically exerted by employees to get their roles done is the physical aspect of employee engagement [6]. Hence, occupying and performing organizational roles means that employees are psychologically and physically engaged at their work place [5]. Due to speed in organizations changes, managers are relentlessly finding ways to get employees committed to their working organization. This explains the competitive advantage that organizations are involved in and the employees' attitudes such as job satisfaction, job performance, absenteeism, and turnover intentions [4].

In order for organizations to have improved performance by employees, it is very important for these organizations to critically look at employees' attitudes and how these attitudes affect productivity too. Job performance is affected by attitudes of employees. Organizations with employees exhibiting positive attitudes such as job satisfaction, organisational commitment and employee engagement usually lead to increased output while negative employee attitudes like absenteeism, lateness and theft can have the opposite effect. Enchi College of Education is one of such institutions whose output is affected by these negative attitudes since its establishment. As an employee, it is observed that negative attitudes exhibited by some employees tend to have negative influence on other employees with positive attitudes and more importantly on their job performance. For instance, a valued employee is satisfied when he is able to complete his / her task on time and to the best of his ability. In contrast, an unsatisfied, uncommitted and disengaged employee possibly will show negative attitudes such as lateness, absenteeism and theft. These negative attitudes mostly affect employees' output. Moreover, poor performance, tardiness and poor institutional ethic could be as a result of negative attitudes exhibited by employees. On the other hand, employees will only display positive behaviours at work only when employers treat them with respect.

Therefore, the study intends to assess employees' attitude towards work and job performance in Enchi College of Education as a case. The study was guided by these research questions 1. What are the positive attitudes that employees

exhibit at Enchi College of Education; 2. What features cause employees to have negative attitudes at Enchi College of Education?

## 2. Review of the Literature

An attitude can be described as the extent to which an individual likes or dislikes an item. A person may view something such as a person, place thing or events in a negative way. This can also be termed as attitude. Attitude refers to the views of a person, place, thing or event. These views are often referred to as object of attitudes [7]. In this request, the individual is referred to as the attitude object [8]. Attitudes expose the feelings one has about something. Therefore, this feeling can be favourable concerning the objects, people or events [9]. Major gaps between HR practice and the scientific research in the area of employee attitudes in general and the most focal employee attitude is job performance which is the cause of employee attitudes that results in positive or negative job performance and also measure and influence employee attitudes [10].

Individual who has passion for the work they do and have inner fulfilment is said to be an employee who is engaged in the organization he or she works [11]. Today's modern organizations need workers who have passion for the work they do, are more initiative and have customer friendly attitude [12]. These authors found that for an employee to be engaged in their working organization then it means that they are ready and willing to go the extra mile when working and they do this beyond their job description. Generally, it is held that empowered employees have higher levels of job involvement and job satisfaction and can perform their tasks satisfactorily [13]. Performance of employees is the summation of their commitment and involvement towards their organization and its values.

It is significant to note that, an employee feels a high level of achievement only because he is deeply involved and is properly rewarded by recognition, responsibility and remuneration [15]. This means that job satisfaction is enhanced. In addition, the researcher argues out how job satisfaction will result in employee engagement and explains that an employee who is experiencing a high level of job satisfaction would be more likely to appreciate his or her position and be proud of the organization resulting in a high likelihood of job engagement. In this instance, engagement is perceived as the final product, evidence and the result of job satisfaction. Respectively, a disengaged worker is one who due to very low levels of satisfaction, is not excited or desirous to contribute to the benefits of the organization and therefore is not actively engaged in work [15]. In relation to this, it has been argued by a number of researchers that

organizations will constantly experience employee burnout and turnovers when there is job dissatisfaction [16].

A successful organization must combine the strengths and motivations of internal employees and respond to external changes and demands quickly to show the organization's value [17]. Motivation directly links to individual performance that gain organization performance and as a catalyser for all individual employees working for an organization to enhance their working performance or to complete task in a much better way than they usually do. An organization runs because of people working for it, and each person contributes toward achieving the ultimate goal of an organization. A study revealed that, factors affecting staff motivation at a period where the financial rewards are kept to the least leads to inspire employee performance. So, management's responsibility is to motivate their employees to work as per the expectation to enhance the organization's performance. A research study on the levels of satisfaction of respondents working for public sector and private sector banks revealed that though the overall level of satisfaction is similar for both the sectors, the emphasis on various factors that affect the level of satisfaction is different [19]. This posit that positive motivations for employees such as financial rewards will increase organizational outcomes.

However, an increase in job performance within public sector focus on effective training and development of employees [20, 21]. Organizations experiencing high employee turnover would appreciate the need for training and development for their employees. Moreover, inadequate training of employees may result in employee exhibiting negative attitudes to work. Ineffective training is when targeted group of workers are discouraged from gaining access to it [22].

Institutions and policy makers do understand the effects of absenteeism [23] Absenteeism is one of the various employee attitudes that governments are intensively researching for better ways of handling. Employee absenteeism can have direct or indirect effect and it is widespread. For example, absenteeism can cause organizations higher costs both by direct and indirect absenteeism. Absenteeism at the work place can be caused by seven factors which in many cases is related to the dissatisfaction of the employees. There are seven major extrinsic sources of job satisfaction relative to absenteeism including pay, promotion, work interest, supervision, coworkers, working conditions and fairness of supervisors are considered [24]. Having other employees cover up for the employees who absent themselves from work sometimes lowers the morale of some of the employees. This is the indirect cost of employee absenteeism, their absence also lowers the organizations output and this may result in customer dissatisfaction [25]. Employees who often report to work late are likely to lose their jobs. He also

stated that punctuality is a skill which must be learned by all workers. [26, 27].

### 3. Methodology

Qualitative method was employed for this study. The population of this study comprised administrative staffs of Enchi college of education. The total population for the study was sixteen (16) and these were made up of five (5) senior administrative staff A and eleven (11) senior staff B administrative assistant. Purposive and convenient sampling techniques were used to sample the respondents and the institution for the study. The main instrument for data collection was interview. The qualitative data was analysed by the use of the interpretative method based on the themes arrived at during the data collection. The themes were related to the research questions and interpreted on the number of issues raised by respondents. These were based on question on the semi structured interviews.

### 4. Findings and Discussion

This section present findings and discussions on employees' positive and negative attitudes towards work associated activities at Enchi College of Education

#### 4.1. Employees' Positive Attitudes Towards Work

When respondents were asked; *Are your opinions sought for in decision making in the college by your supervisors?*. Majority of the respondents said that "*supervisors sought for their opinions on every decision taking in all two approaches (Top-Down approach and Down-Top approach)*". Findings of the studies help us to understand that supervisors in Enchi College of Education seek the opinions of employees in decision making. This confirms a similar study which indicated that employees' involvement in goal setting and decision making in organization tends to affect their work positively [16]. This implies that, it is very important to seek the opinions of employees in order to enable the employees to bring on board what their ideas are.

Respondents were asked: *Do you get the needed information in order to perform your task?* The greater number of the respondents affirmed that "*data are made open to them in routine of their task*". This is consistent with a similar study which explained that empowered employees have higher levels of job involvement and job satisfaction and can perform task satisfactorily [16].

When this question was asked, *how do you contribute to the success of the college?* All respondents' said that, "their hard work contribute to the success of Enchi College of

Education". Another respondent said that, "*because task is given him at the right time to perform*". The findings of the study is consistent with what individuals' level of attachment to their employing organization is as a result of commitments from the organization [3]. This explains that employees will only give out their best when they are attached to the organizations in which they work [3]. It is also deduced from the findings that employees have a role to play in contributing to the organization success because in Enchi College of Education they are involved in decision making.

When the respondents were asked, *do policy and administrative procedures of Enchi College of Education agree with your values?* Majority of the respondents said that, their values are in line with the Enchi College of Education's policy and administrative procedures. A similar study which supports the findings of this research postulates that, the relative strength of a person's identification with the values and goals of the organization lies in the loyalty of the organization [28]. It is believed that, the values that employees believe that the organization holds do to some extent predict employees' level of commitment [28]. From the findings it implies that majority of the employees believe that their values agree with Enchi College of Education policies and administrative procedures.

#### **4.2. Factors That Cause Employees to Have Negative Attitudes Towards Work**

Employees' negative attitudes are influenced by certain factors. The Findings of the study below reveal factors that cause employees to exhibit negative attitudes.

When respondents were asked *to what degree they are involved in planning and implementation processes in Enchi College of Education?* Ten (10) of the respondent said, "they were not involved in the planning and implementation processes in Enchi College of Education". Six (6) of the respondents said they are aware of planning and implementation processes in the college. This implies that majority are not involved in the process. Findings from the study matches with similar study which found out that workers are disengaged due to very low levels of satisfaction, are not excited or desirous to contribute to the benefits of the organization and therefore is not actively engaged in work [15]. The findings of the study is consistent with a similar study which postulates that, employee engagement can be achieved through designing organizational environment where positive emotions such as involvement and pride are encouraged [9]. In addition, he stated that employees' involvement improves organizational performances and reduces employee turnover [9].

When this question was asked, *do you receive frequent training in your job performance?* The respondents disagreed

that by saying only the five (5) senior staff 'A' receive frequent training and eleven always learn on the job without frequent training. A research study conducted by public sector organizations supported the findings of the current study by postulating that increase employee job performance can be seen in frequent training [20]

When respondents were asked, *how are you involved in the affairs of Enchi College of Education?* Majority of the respondents signposted that they disagreed that they were involved in the affairs of Enchi College of Education. Five (5) of the respondents said that, they were involved in the affairs of the College. A similar study indicated that engagement can be attained through designing organizational environment where positive emotions such as involvement and pride are encouraged. Subsequently, organizational performance improves, and employee turnover reduces [9]. Another study which supports the findings of the study postulates that, employees' performance is the summation of commitment and involvement towards their organization and its values [14].

When the respondents were asked again, *to what extent are you satisfied with the monetary benefits in the college?* Majority of the respondents said that, they were highly dissatisfied with the monetary benefits whiles four of the respondents said otherwise. The findings reveal that majority of the respondents were not happy with their monetary benefits. The finding of the study was consistent with similar study which revealed that pay satisfaction and participation in decision making had affected employees positively thereby committing themselves in the organization [29]. staff motivation and financial rewards can be a very powerful determinant of employee motivation and achievement [18, 30].

When respondents were asked, *do you work with conditions and materials suitable in the college?* Greater number of the respondents said that *their working conditions and materials are not suitable*. This is consistent with a similar study that postulates that wellbeing of employees will be enhanced when employers provide conducive work environment which invariably will enable them exert themselves to their roles and this translate to higher productivity [31]. This implies that their wellbeing will be improved. This is consistent with the findings that organizations need to give employees the ample resources and platform to perform their duties [32]. The findings of the study was supported by previous study that organizations must quickly respond to the demands of employees in order to show the organization's commitment to employees [17].

## **5. Conclusions and Recommendations**

The study revealed that, some of the attitudes found among

the employees include job satisfaction, lack of employee involvement in the affairs of Enchi College of Education, organizational commitment, lateness and absenteeism. It is obvious that the employees exhibit all manner of attitudes towards work related activities that has the capacity to affect job performance. The evidence from the study indicates that there are certain factors that influence employees' attitudes in the institution which need to be addressed.

The study also revealed that, some employees believed that they are not given the needed information to carry out their tasks. It can be deduced from the findings that communication is not effective between management and employees and this becomes very risky for the institution. This is one of the causes of employees' negative attitudes that hinders their performance.

It is recommended that, in order for the institution to record higher productivity and as well get employees to work with passion, it is necessary that an approach to employee motivation is considered. This will enable employees to show positive attitudes towards what they do. A good motivation package like good compensation packages must be put in place in order to get the reflection of positive attitudes and improved performances. Management of Enchi College of Education therefore are encouraged to critically look at employees' monetary benefits and motivation. Management of Enchi College of Education must understand that most of these employees are not performing well on their jobs and this is reducing productivity because employees are not satisfied with their monetary benefits.

It is also recommended that, working conditions especially the offices of the employees must be made suitable for them to work in. Management must ensure that all offices which do not meet the standards of a good office must be renovated. Employees stated that it is one of the reasons some of them do not feel like coming to work. Working materials needed for the smooth running of the offices must be readily made available. Management of Enchi College of Education must ensure that working materials are always given out and in right quantities when requests are made. Making available working materials will improve employees' job performances as well.

It is recommended once again that, the processes involved in staff promotion must be improved. It is one of the main reasons why some staff put up certain negative attitudes. Management of Enchi College of Education should make sure that promotion is done in accordance with the Statutes for Colleges of Education and National Council for Tertiary Education requirements. It is recommended that Management of Enchi College of Education should educate staff on staff promotion processes.

It is recommended that Management of Enchi College of

Education should organise frequent in-service trainings for the senior staff 'B' and the junior staff who perform administrative duties.

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