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## THE EFFECT OF CAUSES OF POOR ATTITUDE TO WORK AMONG ORGANIZATIONS

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### ABSTRACT

The purpose of this paper is to examine the effect of causes of poor attitude to work. Organizations are faced with poor level of attitudes such as Erratic provision of services has become an increasing persistent problem facing the corporation and seriously affecting the general public, Careless and casual handling of the existing tools and machines and General nonchalant attitude of staff in the discharge of their duties. What are the causes? This crucial and yet unresolved questions has been and is still a source of concern to the owners, customers and members of the community as a whole and is critical for continuous research. Correspondingly, the review of the literature signifies a momentous shortage in this area of research. This study will empirically analyze the effect of causes of poor attitude to work and is enriched by mixed methods such as questionnaire surveys and in depth interviews with respondents from various sectors. An aggregate of 70 questionnaires were analyzed. Furthermore, interviews with 11 Informants were conducted. Poor attitude to work has a negative impact on productivity level of the organizations in Malaysia. Some of the prominent findings revealed that Malaysian workers widely held view that Improper Job Placement and Poor Motivation are the possible causes of poor attitude to work. The findings may not claim to be exhaustive and conclusive, in view of other contextual and external factors that might not have been addressed. This paper provides some insights and practical implications to management and Human resource Practitioners of corporations, as a matter of priority to formulate intervention and policies to that effect.

**KEY WORDS:** Job Placement, Motivation, Attitude and Work

## 1.0. Introduction

The past decades have been characterized by unpredictable fluctuations in workers poor attitude. Attitude towards work has a great importance on organizational development, because of this; poor attitude has been and is still a source of concern to owners, regulators, customers and some co-workers. Aremu (2003) asserted that poor attitude is a performance that is adjudge by the owners/customers and some other significant as fallen below an expected standard. Poor attitude of workers has been observed among employees in both public and private own entities. There is a wide spread interest in improving the level of poor attitude to work in corporations. Organizations most especially the labor intensive organizations are faced with poor level of attitude, many people spend half of their working life in organization. Anderson (2011) mentioned that a closed channel of facts between worker and management establish poor attitude on important company issues. When events and changes occur that are not accompanied by a description, the worker feels that management are not providing good information.

Anderson (2011) mentioned that a poor attitude and sense of amateurism can have a negative effect on customer services, employee morale and general productivity, to help transform these negative activities a managerial team needs to understand the things that motivate a worker to perform to its highest potential, this understanding can encourage tactics to increase workplace attitude and motivation. Attitude to works take place, when workers are not presented with the result of their works. If the management deprived their workers from ample opportunities for career development, they (workers) adopt the improper attitude that will prevent the corporation from achieving the desired goals and objectives. If the worker have negative attitude towards work, the consequence can create problem in applying the prescribed job design, which means there will be failure in accomplishing organizational goals (Guerreror and Sire, 2000).

Positive attitude is needed from the workers, so that the workers can provide the right skills and abilities in ensuring that the main aim and purpose of establishing the organization is not defeated. Apart from the economic benefits of better preparing workers for unprecedented demands of modern workplace, there are also social benefits tied to improving performance and access for larger number of workers to post-organizational learning, Training and Development opportunities and laying

stronger foundation to skills for life-long learning. DeSimione and Harris (1998) concurred that the possible influences on worker's behavior are internal factors such as motivation, ability, attitude, knowledge and skills. However, external factors such as organization, co-workers, supervisors and outcomes. Based on their model of worker behavior, it is the internal factors that would determine the workers behaviors and yet could be affected by the external factors.

Several researches have been done on workers attitude, but the variables used are different. The writers focused mostly on the positivity of workers' attitude. The distinct results from previous researches have encouraged the researcher to explore further on the negativity of workers attitude in order to account for variables such as: poor motivation and improper job placement. The good things in raising the level of attitude has led to a focus on identifying the range of causes that shape poor attitude as well as understanding how these causes operate to limit or enhance the performance of workers. It is obvious that some corporations are performing very poorly, in an attempt to conceptualize critically and on concrete basis on why there is poor attitude by workers towards the corporations, it is necessary to find out and analyze the effect of causes of poor attitude to work in formal establishments of Sarawak-Malaysia.

## **2.0 Related Literature Review**

### **2.1.1 Improper Job Placement**

The absence of conceptual agreement on placement's role in organization process may have restricted the progression, advancement and accomplishments made in the employment service field.(Tew-Washborne, 2005). Job Placement can be defined as an important phase in the total rehabilitation process, which requires the entire organization to become working partners (Kingston, 2006). It is proposed that when each worker is considered alone, competency analysis, triangulation, and constructive alignment would be limited in scope. Therefore, they may have limited benefit in the evaluation and continuous improvement of placements.

Tew-Washborne (2005) asserts that improper placement does not allow individuals the chance to experiment and assess their abilities in a work environment. Depending on individual goals, placements may be fully or minimally supervised by a job coach. Agunias (2009) reported that organizations typically use their local knowledge to select the best workers for the job, although they may in some cases

discriminate against some applicants for reasons that are not related to job skills. In addition, the organization must give the fullest in ensuring that job placement techniques are based on competency and systematic examination of job seekers in relation to both expressive and friendly potentials. The appropriate decision in placement of right caliber of workers can result to pleasurable work station, efficient production and turnover for both owners and workers. However, the erroneous choice can lead to mistakes, a weakened organization and chaotic separations.

Olney and Solomne (1992) indicated five barriers to successful worker placement resulting poor attitude and improper job placement as: Professional Overkill, Professional Problem-Solving, Lack of Real Choice, Stereotypic Views of Managers and Selective Placement. This process will help organizations in matching job places where the workers with negative attitudes are in charge of procuring the job and then placing the workers. Work placement units/departments have a role in providing some of the discipline-specific skills that are often aligned to define competencies, and may be more specific to the placement unit's own objectives (Treuer<sup>1</sup>, Sturre, Keele and Mcleod, 2011). Normally, poor attitude arise as a result of improper placement of workers. Freudenberg, et al. (2008) revealed that a comprehensive evaluation would be required to determine if a work placement unit is achieving this core objective. Hence, Poor attitudes are influence by past experience of improper job placement.

Consequently, it was revealed that workplace related factors such as lack of work experience, absence of acquired work habit, failure to adjust to the disability, poor social adjustment, immaturity of interest and lack of self confidence occurs as a result of improper job placement. High psychological demand, low decision latitude and inter-personal conflict are common predictor of psychological distress such as anxiety and depression, fatigue and some physical illness (Yong, Zailina, Zubaidah &Saidi, 2012). The importance of workers placement demand and job characteristics demand cannot be overemphasized.

### **2.1.2. Poor Motivation**

Motivation has great impact on the workers especially in performing their job. The employee poor attitude to work may affect his/her willingness to offer his/her best while executing daily task. This can be considered to ensure workers desire to achieve good performance. Work motivation is seen as an inner state that arouses, energizes, activates, moves and directs, channel and sustains behavior and performance toward goals. Kakepoto et.al, (2012) mentioned that Modern organizations employ different

types of strategies to increase its workplace productivity and employee motivation tends to be one of those strategies. Employee's desire to work for the public interest and cover motives of employees to do good for others and shape the well-being of society" (Perry and Hondeghem, 2008). In a research work conducted by Shahzad et al. (2008), findings revealed a positive relationship of reward practices with the performance of university teachers in Pakistan. When workers are committed to their work, the attitude seems to be valuable and it's easy to promote their behavior, skills, and abilities on their current and future jobs. Tella, Ayeni and Popoolah (2007) affirms that a strong relationship between performance and commitment has been found, more recent research gives more support to the idea that commitment cause positive attitude.

Mawoli and Babandako (2011) emphasizes that Motivation is temporal and motivated person at one time can become de-motivated another time. Hence workers Motivation must be sustained and nourished after it has been effectively activated. Those who are de-motivated are more likely to develop negative views to their jobs and workplace. A study by Tukamuhabwa (2012) revealed that organizational incentive in form of rewards; penalties and sanctions improve workers compliance. Although, it was argued that if organization needs to have significant impact, penalties should be too high. Gelderman et al; (2006) stressed that more impact could be expected from the internal incentives established by the organization. Workers further identified that due to lack of motivation and poor work environment they change jobs from one organization to another. Thus, Workers' poor motivation affects their job performance as well as workplace productivity of organizations. Jorfi, et.al (2012) pointed out that the effects of worker productivity, commitment, leadership style, organizational success, and well-being in general, are key in promoting qualities that are instrumental in guiding an organization to job satisfaction. In a research conducted among Malaysian Workers by Masroor and Fakir (2009) showed that the implication on the level of job satisfaction among workers consists of Human Resource Management System, opportunities, leadership and policies. To be effective in exciting workers, owners have to the following: Firstly, must develop a working understanding of the mind and behavior of their employees and then work according to a model that updates their own practices based on the result of their specific motivation system. Managers need to foster intrapersonal, interpersonal, stress management, general mood and adaptability and effectively guide employees through

the use of these skills. Therefore, understanding motivation is necessary for identifying what derives workers to set in a certain ways. Motivation is inferred in terms of behavioral changes brought in by internal or external stimuli. In this case those stimuli are deduced with respect to workers attitude. In addition, a worker motivation may change based upon certain factors. These factors are identified as derivers of motivation and can be used to understand what derives motivation among workers in the workplace environment. The organization's perception of workers attitude has considerable impact on their motivation and work performance (Chowdhury, 2007)

### **2.1.3. Poor Attitude to Work**

Organizations where attitude improvement takes place over time are usually those that grow and develop, where attitude remains stagnant, overall performance comes under stress as in the time poor attitude and performance stagnation and crises become inevitable. The general position here is that the socio-economic systems that are operating in organizations today goes to a great extent to determining workers attitude. The logic is that the system determines the working place environment itself. Thus, the workers response to his work is the definition of situation he found himself. Employees today are dealing with more complicated work tasks, often work long hours, and work in teams (Lee, 2004). Long and Ajagbe (2012) noted that the role and support of top management is also critical and important criteria in ensuring a robust and good employee relation management system in place. The problem of workers apathy and lack of effort are not simply a matter of individual laziness, rather they are often healthy reaction by normal people to an unhealthy environment created by common organizational policies. Consequence of poor attitude is that workers productivity will be affected and as we know productivity is money, in order to avoid this unhealthy situation happen, we should provide a comfortable and appropriate working environment facilities that suits to humans needs ( Asmui, 2012).

Malaysia aims to be an international hub for world class education in its bid to be a big player in the attractive regional education scene and targets about 100,000 foreign students by the year 2010 ( Tek -Yew Lew, 2009). Positive attitude of workers extend the life span of the organization and leads to the availability of wide variety of goods and services that will left competitors behind. With the foot-loose, attitude and behavior associated with customers, owners, community and regulators are likely to provide incapacitated workforce to produce uncompetitive and non-qualitative goods



and services that would result in tarnishing the image and reputation of the corporation. However, the working culture varies from society to society and also from organization to organization. Long et al. (2012) suggested that People are seeking many ways of life that is meaningful and less complicated and this new lifestyle actually has an impact on how an employee must be motivated and managed. Graham et al. (2010) emphasized that workers with negative thinking can steal the joy and drain the energy of other workers around them. This issue of workers poor attitude is central to discussions of Organizational Development globally. Herzberg (1943) argues that environment alone is not motivating factor to workers, but experiences that are inherent in the work itself. Moreover, where the work is quite difficult workers have their expectations in terms of reward, if this is not met, the tendency for the workers to develop negative attitude to their work is high.

### **3.0. Methodology**

Both quantitative and qualitative research techniques were adopted and a survey was selected as a method of data collection. Babbie (1990) stated that one of the advantages of employing a survey research is the format of this research often permit accurate, step-by-step development and testing of such logical explanation. The development of the research instrument (questionnaire and interview) was guided by the research hypothesis and was based on literatures reviewed. The questionnaire and semi-structured interview questions examined Poor Motivation, Improper Job placement and Poor attitude to work. An aggregate of 70 questionnaires and 11 informants were successfully filled and returned. Respondents were chosen from both public and private sector organizations in Sarawak-Malaysia via random sampling. The data were analyzed through Statistical Package for Social Sciences (SPSS) and thematic analysis. The Cronbach's alpha value for the entire instrument scores was above 0.70. Frankel and Wallen, (2001) pointed out that the instrument is reliable only if the alpha value is at least 0.70 or more for research purposes

### **4.0. Findings and Discussions**

#### **4.1.1. Improper Job Placement and Poor Attitude to Poor Attitude to Work**

**H<sub>2</sub>**: There is a significant relationship between Improper Job Placement and Poor Attitude to Poor Attitude to Work

**Table 4.1: Pearson Correlation between Improper Job Placement and Poor Attitude to Work**

| Independent Variables  | Pearson Correlation (r) | Significant (2 tailed), p |
|------------------------|-------------------------|---------------------------|
| Improper Job Placement | 0.591                   | 0.000                     |

The researcher wanted to know if there was any relationship between improper job placement and poor attitude to work, the Independent Variable was improper job placement which was ordinal variable and the Dependent Variable poor attitude to work. Thus, the appropriate test to respond to hypothesis was Pearson correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality and linearity. Table 4.1 above indicted that There was a moderate positive correlation between the two variables  $r=0.591$ ,  $n=70$ ,  $p=0.000$  ( $p<0.05$ ). Therefore, the Second alternative Hypothesis was accepted.

The Moderate positive correlation coefficient of 34% between the two variables shows that placement of right employee at the right work will lead them (workers) to develop positive attitudes to their work. Thus, it is important for organizations to adopt placement strategies that will persuade them (workers) to develop positive attitude. This is in line with the findings of Yong, Zailina, Zubaidah & Saidi, (2012) and Tew-Washborne, (2005) asserts that improper placement does not allow individuals the chance to experiment and assess their abilities in a work environment

#### **4.1.2. Theme 1: Improper job Placement**

Workers productivity and outputs consists of attitudes identifying the likelihood of the job placement for carrying out the required task and the perceived effect of each task as being difficult. When the worker fine-tunes to the job and continues to observe his job as expected, it indicates that the worker is properly placed. They responded as:

It is a common practice here in Malaysian organizations that employees are subjected to be placed on a job that might not fit them (job rotation). However, this helps managers to gather business knowledge and knowing the business operation and to identify the most valuable employee. On the contrary, the erroneous placement of workers can lead to mistakes, a weakened organization and chaotic separations.

Positive attitude can be achieved effectively, if there is a placement policies and practices that clearly state and guide placement processes.

Deciding the appropriate worker to assist the owners in running the affairs of the organization may be hectic. The owners capability to quickly and determine the workers' attitude, skills and strengths are enormous for effective hiring. The appropriate decision in placement of right caliber of workers can result to pleasurable work station, efficient production and turnover for both owners and workers.

#### 4.2.1. Poor Motivation and Poor Attitude to Work

$H_{a1}$ : There is significant relationship between poor-motivation and poor attitude to work

**Table 4.2: Pearson Correlation between Poor Motivation and Poor attitude to Work**

| Independent Variables | Pearson Correlation (r) | Significant (2 tailed), p |
|-----------------------|-------------------------|---------------------------|
| Poor Motivation       | 0.781                   | 0.000                     |

The researcher wanted to know if there was any relationship between poor motivation and poor attitude to work, the Independent Variable was poor motivation which was ordinal variable and the Dependent Variable was poor attitude to work. Thus, the appropriate test to respond to the hypothesis was Pearson correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality and linearity. Table 4.2 above indicated that there was a very strong positive correlation between the two variables  $r=0.718$ ,  $n=70$ ,  $p=0.000$  ( $p<0.05$ ). Therefore, the First alternative Hypothesis was accepted.

The positive correlation coefficient of 61% between the two variables shows that proper reward programs to workers will lead them (workers) to develop positive attitudes to their work. This is in line with the findings of Kakepoto et. al, (2012) established that Workers face low motivation in workplace, they indicated that if they perform better jobs organizations do not reward them. Workers further identified that due to lack of motivation and poor work environment they change jobs from one organization to another. Gelderman et al; (2006) stressed that more impact could be expected from the internal incentives established by the organization.

#### **4.2.2. Theme 2: Poor motivation**

They commented that it is to be known that the corporation/organization is the one who plays the vital role in motivating workers to deal with poor attitude, that they can deliver the required task in their jobs, and also derive satisfaction from it.

From my personal point of view in real work setting, the various heads of units or Departments in my organization at times do not necessarily energize workers on issues relating to Approval, praise and recognition, trust, respect and high expectation, Loyalty, Removing organizational barriers that stand in the way of workers attitude/performance and Job enrichment. Frequently, we (workers) just come up with our own attitudes whether positive or negative and work it through. I am sure and you can really agree with me that once workers are adequately motivated they can build positive attitudes towards their works...

Whenever the organization fails to provide and energize its workers with most of the main tools used in motivating workers, the organization is bound to promote negative attitude to work.

#### **5.0. Conclusion**

The findings from all the surveys and the themes highlighted that Improper job placement and Poor motivation are the possible causes of poor attitude to work. If workers are properly placed in the positions that best fits and adequately motivated both intrinsically and extrinsically it will enhance their performance and will also be a means of increasing productivity which will further ensure the achievement of the overall goal and objectives of the organization. Ismail and Bongogoh (2007) mentioned that human capital management is a strategic process which focuses on developing employee competencies in order to overcome daily, routine and short-term problems.

The researcher also discovered that poor attitude to work has a negative impact on productivity level of the organization. It is a known fact that if workers are properly energized, the tendency is an increase in productivity level. However, the full potential on performance improvement of the worker/employee cannot be realized in the absence positive attitude capable of accomplishing the overall goals and objective of the organization. Malaysian publics are faced with increased stress due to the rapid development in their labour sector (Idris M. 2009).

### **5.2. Recommendations for Human Resource Practitioners**

There should be a conceptual agreement on placement's role in organization processes that may have restricted the progression, advancement and accomplishments made in the employment service field. The evaluation of work placements, the commitment to constructive alignment in the context of work placement programs appears to be a useful in operationalization of teaching and learning objectives.

Human resource Practitioners should provide workers with suitable benefits such as a good salary, appreciations, good remuneration and other form of benefits. With that, the employees themselves will be highly motivated in their jobs and this will lead to high performance in their work. There should be a system for equating work performance with amount of both intrinsic and extrinsic energizer that the worker will gain at a certain fixed period of time so that workers with outstanding performance will keep it up while others will geared towards it. This study provides some insights and practical implications to management and Human resource practitioners of corporations in Malaysia, as a matter of priority to formulate intervention and policies to that effect.

### **5.3. Recommendation for Future Researchers**

Based on the limitations that had been identified, future researchers are encourage d to focus their studies on other factors that might also cause poor attitude to work so as to increase the accuracy of the findings. The sample size for both the interview and questionnaire should be increased, other than that future researchers should cover more than one state. In addition, future researchers are encouraged to collect their data based on multiple-method.

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