

JOB SATISFACTION AND ATTITUDE TO WORK: IMPLICATIONS FOR AKWA IBOM STATE CIVIL SERVICE

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ABSTRACT: *Whereas there is a theoretical nexus between job satisfaction and attitude to work, this paper examined the nature of this relationship and its influence on Akwa Ibom State civil service. It was necessary to carry out this research because cases of habitual late arrival at work by all grades of personnel, truancy, loitering, missing and delays in processing of files, absenteeism from duty post, greasing of elbows to curry favour, have been reported in the service which raises concern on the ability of government to deliver effective and timely services to the public. Survey data was collected from 214 respondents through simple random sampling method of five ministries drawn systematically. Hypotheses were tested using Pearson's Product Moment Correlation. The result of the analysis showed a positive relationship between job satisfaction and attitude to work in Akwa Ibom State civil service implying that a happier civil servant is a productive worker. The adoption of the New Public Management postulations built on the principles of Management by Objectives (MBO) which favours a horizontal structure where all employees are involved at least in some ways in the decision-making process that involves their work was recommended..*

KEYWORDS: Job Satisfaction, Performance, Civil Servants.

INTRODUCTION

Job satisfaction study continues to fascinate researchers globally. Especially is this true since learning organisations know that the staff is the most important asset it has got. The present effort seeks to assess how job satisfaction and attitude to work dynamics weigh on the capacity of Akwa Ibom State Civil Service to serve the people. Job satisfaction basically relates to an employee's feeling of pleasure (or disappointment) resulting from comparing his perceived output in relation to his expectations in the workplace.

It is instructive to note that the Nigeria civil service from where Akwa Ibom State civil service is cloned, was introduced by Great Britain via the instrumentality of colonialism. It has gone through various reforms through time. The civil service of Akwa Ibom State as applicable in other climes is set up to translate government policies to concrete deliverables. For instance, the free medical care for children under five (5) and the aged 65years and above is given life to by the civil service. But how is this done? The Ministry of health takes delivery of drugs to hospitals, the clinicians and other allied medical staff in state owned medical facilities utilise these for the healthcare of qualified patients. In the same wise, inspectorate units of both the Ministry of Health and the Hospital Management Board of Akwa Ibom State move round health facilities to monitor compliant level and to ensure that no supposed beneficiary is overlooked.

Easy enough to say that the civil servants are state agents for giving life to state policies, after all, they are paid. But since the days of Abraham Maslow, things have taken a new turn.

Employees of any organisation have needs which influence their output on the job. This article is looking at the job satisfaction level among Akwa Ibom State civil servants and its influence on their attitude to work. Job satisfaction presupposes the mental and emotional disposition or the inner feelings of a workman towards his or her work. Or a question may be asked, 'does a happy worker perform better'? To answer yes or no may not be sufficient, except one considers variables of job necessary and sufficient for each job to be executed properly. But at face value, job satisfaction has the tendency to relish a spirit of perseverance and modesty in the discharge of job. Job satisfaction is an independent variable, whereas attitude to work is the dependent variable. Among Akwa Ibom civil servants, their attitude to work has a bearing on the ability of the political leadership to fulfil electioneering campaign promises positively or negatively. Since attitude reflects in behaviour of one towards a subject or object, it becomes imperative for the managers of the service to study, identify and apply variables of job satisfaction in order to influence positive attitude toward work especially in the current uncommon transformation regime.

Statement of the Research Problem

The civil service of Akwa Ibom State constitutes the machinery for the delivery of public goods and development to the state. The delivery processes include habitual and efficient performance of duties by the civil servants. At the primary level, the civil service is set up to implement policies of government, furnish government with data and statistics (inputs) needed for decision-making, regulate activities of individuals and organisations and ensures continuity of public administration. For example, the Akwa Ibom State Ministry of Transport is responsible for designing and supervising routing of automobiles in the cities as well as maritime transportation in the state. The ministry supervises park operations and ensures that revenue is collected for government. In the same vein, the Ministry of Lands and Town Planning oversees land allocation and orderly development of properties in line with the city master plan. It also monitors building construction to ensure that among others, approved plan is followed, qualified personnel are working on site and that best practices is complied with. Various Ministries, Departments and Agencies (MDAs) have their respective roles to play in the orderly development of Akwa Ibom State.

Since the political component of government come and go, the civil service is the permanent administrative structure which outlasts any government in power. Thus, the Akwa Ibom State civil service or bureaucracy serves all government since inception in 1987. Whereas the political leadership provides vision and direction for the Akwa Ibom State, the bureaucrats are the foot soldiers for programme realization. These men and women are recruited as experts or are trained to be such in their assigned duties. For nearly three decades now, the service has proved to be the anchor of government programmes. A drive around Uyo city centre now is more pleasurable than in the past when motor cyclists, try cycle operators and vehicle owners competed for space at Ibom Connection; at night, street lights come up almost at the same time in Uyo metropolis; Government projects such as road construction and school buildings hardly exceed the scheduled date of completion. These are tangible testaments to the fact that the civil service is working. One thing that is the hallmark of bureaucracy is the certainty in the actions of its personnel. The administration of Godswill Akpabio for instance is primarily focused on the provision of infrastructure that are lacking in the state. To that end, myriads of roads have been constructed, hospitals built, schools delivered to students and teachers, stadium constructed for sport loving people, drainages dug to control flood, airport delivered to ease transportation etc. The design, construction and maintenance of these many projects cannot be

realised without the collective efforts of political leadership in the state, the civil servants and the construction companies.

However, observation by Ekaidem (2007) reveals that the Akwa Ibom civil servants have shown some negative traits which range from habitual late arrival at work by all grades of personnel, truancy, loitering, cases of missing files, all of which are perhaps a consequence of job dissatisfaction of the personnel in the system. Cases of absenteeism from duty post, delays in processing of files as well as greasing of elbows to curry favour have been reported (Echere, 2008). The case of leaving office is widely observed especially among staffs that have children in nursery and primary schools. Also, a seminal work by Dode and Bassey (2014) on Akwa Ibom Agricultural Development Programme (AKADEP) observes that extension agents are hardly seen by practicing farmers. They are supposed to give small and medium scale farmers ongoing assistance on modern farming techniques to improve farm yield. A neglect of that responsibility, the study notes is responsible partly for the inability of Akwa Ibom State to meet her food sufficiency targets. In the health sector, government has since declared free medical care for Children under five and the aged (65years and above). Observation reveals that health workers are yet to fully embrace government gestures in letters and spirit. Lateness to work and “*I don Care*” attitude has not left this very critical profession. To put it in perspective, ‘is the attitude of Akwa Ibom civil servant that bad’? In his book ‘Legacies in Public Service Orientation’ Obong John Daniel, a retired Permanent Secretary in the Akwa Ibom State civil service identifies indolent staff, incompetency, corruption, poor leadership example, lateness to work and, absenteeism among the viruses in the service (2013). Revenue Officers in Akwa Ibom State employ are said to have perfected various craft to rip the state off. These include:

- The issue of parallel receipts.
- The use of authentic revenue collector’s receipt which were not properly issued to the revenue collector.
- The practice of teeming and lading in which revenue collectors embezzle cash collected one day and lodge future cash collections as if it was it was the cash earlier collected.
- The use of fake bank tellers (Daniel, 2013).

It stands to reason if a satisfied workforce can put up attitudes such as listed here. And if not, does this suggest a contrary disposition of the service? Keep in mind that job satisfaction influences attitude to work and attitude to work has either a positive or negative influence on both individual and organisational output. The above described research problem, provokes the following study questions which would further guide the conduct of this research.

- How does job satisfaction influence attitude to work among civil servants in Akwa Ibom State?
- Does attitude to work influence employee performance in Akwa Ibom State civil service?
- What effect does job satisfaction have on the performance of civil servants in Akwa Ibom State?

Research Hypotheses:

- a) H_a : Job satisfaction level among civil servants in Akwa Ibom State is a function of their attitude to work.

- b) H_a : The work attitude of the civil servants in Akwa Ibom State is significantly related to employee performance.

LITERATURE REVIEW

Job satisfaction describes how much happy an individual is with his or her job. As noted by Ahmad, Ahmad and Shah (2010), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. The happier the individual, the higher is level of job satisfaction. It is assumed that positive attitude towards work and greater organizational commitment increases job satisfaction which in return enhances performance of the individual (Linz, 2002). Job satisfaction is one of the most studied variables in the literature of organizational behaviour. Different theories about job satisfaction can be found in literature like Affect Theory, Dispositional Theory, Two Factor Theory also called (Motivator-Hygiene Theory) and Job Characteristics Model. According to Nelson (2006) an employee's satisfaction is priceless. The frustrated or discouraged employees negatively influence the willingness to do the job. The unsatisfied employees are less committed to the organization which affects their performance and eventually the performance of the organisation. Wiener (1982) states that, job satisfaction is an attitude towards work-related conditions, facets, or aspects of the job. Feinstein (2000) is of the view that job satisfaction is more of a response to a specific job or various aspects of the job. Job satisfaction is an important element from organizational perspective, as it leads to higher organizational commitment of employees and high commitment leads to overall organizational success and development (Feinstein, 2000). Additionally, growth effectiveness and efficiency of the organization and low employees' intentions to leave the organization can be obtained (Mosadeghard, 2000). Obstinate, dissatisfied individuals leave the organization and inflate the motivation of those staying there (Feinstein, 2000) and as a result workers loose performance and efficiency and might sabotage the work and leave the job (Sonmezer and Eryaman 2008).

Strauss and Sayles (1980) divided job satisfaction into eight (8) parts with each dealing with related issues to organizational and bureaucratic organization and behaviour. The literature avers that Industrial Revolution brought forth revolution both in technology and industrial relations, for as technology develops people become more dependent on one another. It posits that modern industry is subject to constant change. The implication of this reality amount to the fact that:

- (i) Less can be left to routine; careful planning, deliberate orders, and elaborate communications are essential;
- (ii) There is a corresponding greater need for rules and regulations;
- (iii) Motivating people to work together has become more complex;
- (iv) People often resist change, particularly when it is imposed upon them, they must be convinced that the new way is better.

It states expressly that human needs are satisfied by working. When the work satisfies the expectations of the worker, it states further that lack of job satisfaction and alienation from work leads to lower productivity and an unhealthy society. In every organization, people must work together, follow orders, and obey instruction from supervisors they had no part in selecting and may never.

On the other hand, attitude is simply the way one thinks and feels about somebody or something (Hornby, 2010). It may also be defined as a predisposition to respond in a favourable or unfavourable way at persons or objects in one's environment (Steers and Porter (1970). To say one 'like' or 'dislike' something for example, is to express one's attitude towards the person or object. The consequences of attitude can be observed in terms of behaviour but the attitude itself cannot be observed. Attitudes are therefore inferred from behaviours and statements. Attitudes range from one extreme to the other, that is, from very positive to very negative and as such can be measured along a continuum. Attitudes are also related to subsequent behaviour; that is, attitudes are predictive of behaviours. Since attitude is relational, it often expresses itself in something. This research relates attitude to work. That is, how and what the civil servants in Akwa Ibom State employ feel about their work. In the view of Fishbein (1967), attitude can best be conceptualised if it is sub-divided into three related parts namely:

- Beliefs about the job;
- The attitude itself; and
- The behavioural intentions that result from the attitude.

It is very easy to see how beliefs about one's work (e.g. the work is risky, uninteresting, dirty, etc) can lead to a negative attitude e.g., job dissatisfaction which in turn can lead to the behavioural intentions to leave or to reduce effort or productivity on the job. Such behavioural intentions are then translated into actual behaviour, assuming the individual is able to carry out his or her intentions. Steers and Porters (1979) have given a very explanatory description of the process as shown in Table 1.1

Table 1.1 A Conceptual Model of Job Attitudes by Steers and Porter

Belief about Job	Job Attitude	Behavioural Intensions	Actual Behaviour
Job is dull job	Job dissatisfaction	Intention to leave	Absenteeism
Job is dirty	Low job involvements	Intention to reduce effort	Low turn over
Job provides little autonomy and responsibility			responsibility etc.

Source: Ehiorobo Immagbe Robinson, 2004.

The phenomenon of 'attitude to work, performance and job satisfaction acting in combination are crucial to service delivery in both private and the public sector organisations. Asmui *et al* (2012), on attitude to work avers that if the Nigerian society must survive, people must work. The working culture however, varies from society to society because of differential cultures. People seek many ways to live that is meaningful and less complicated and this new lifestyle actually has impact on how they get committed to their employment. Due to the importance of work productivity, literature has been written concerning different aspects of expectations from production. Other influences of employee's attitude at the workplace includes interpersonal relationships, control over environment, shift duty, emotional factors, job assignment, overtime duty, extended work, etc. The emotional factor is one of the leading factors to affect employee's attitude with mean value 4.92 as found out by Chandrasekar (2011).

Table 1.2 Factors Affecting Employee's Attitude at Workplace

Factors	Mean value	Rank
Interpersonal relationships	4.79	2
Control over environment	3.99	3
Shift	3.91	4
Emotional factors	4.92	1
Job assignment	3.59	5
Overtime duty	3.23	7
Extended work	3.57	6

Source: Chandrasekar (2011)

Traditionally, one may think of a high pay as a major source of influencing positive attitude to work, but that has since been settled among scholars of organisational behaviour. Attitude is a predisposition of response to a particular object in a particular way (Ajzen, cited in Michnener, Delamater and Myers, (2004). Basically the perception and responses of an individual are under normal circumstances influenced by the attitude of that individual. This implies that a person's attitude determines his/her interests or attention as the case may be. Attitude is therefore one of the most fundamental determinants of peoples predisposition to respond. It is instructive to note that a particular attitude does not exist in isolation (Michnener, Delamater and Myers, 2004). If attitudes determine behaviour, it follows that we can basically alter the behaviour of people by changing their attitudes. Attitude ordinarily describes the mental conduction of an individual, which implies that attitude exist in the mind of a person.

So what specifically is the manifest attitude of the Akwa Ibom civil servant? In his book 'Legacies in Public Service Orientation', Obong John Daniel, a retired Permanent Secretary in the Akwa Ibom State civil service identifies indolent staff, incompetency, corrupt, poor leadership example, lateness, indiscipline, absenteeism etc (2013). To expatiate on irregularities in the service, Deaconess Arit Ibanga, former Accountant General of Akwa Ibom State is quoted by Daniel to have listed some of the crafts practiced by Revenue Officers of Akwa Ibom State to include:

- The issue of parallel receipts.
- The use of authentic revenue collector's receipt which were not properly issued to the revenue collector.
- The practice of teeming and lading in which revenue collectors embezzle cash collected one day and lodge future cash collections as if it was the cash earlier collected.
- The use of fake bank tellers (Daniel, 2013).

Another issue identified is the tendency of monitoring and evaluation officers to compromise standard for financial gains. Project monitoring is considered a most essential element of project implementation, and its objective is to ensure cost-effectiveness, physical achievements, good quality work and successful completion of projects within specified time limits. Monitoring which involves operational assessment of projects through measurement, recoding, collection, collation, processing and communication of information to assist project management on decision making processes and could generate the feedback necessary for surmounting operational difficulties in the light of experience gained as implementation

proceeds (Bassey, 2013). It is noted that technical staff especially collect cash from contractors to approve jobs that are less than what is stated in a jobbing order or sign Local Purchasing Order (LPO) for a level of job not yet reached by a contractor. These conclusions were reached not by any how persons, but retired top bureaucrats in the Akwa Ibom State civil service. If it's true, then much work need to be done on the personnel of the service to optimise performance. Performance of staff in any organisation is a function of many variables. Managers have the task of identifying what makes the workers tick. Job performance as a concept can be seen as the level of an individual's work achievement after having exerted effort (Hellriegel, and Jackson, 1999). Job performance consists of the observable behaviours that people do in their jobs that are relevant to the goals of the organisation (Cambell, McHenry, and Wise, 1990). Performance must be measurable and time bound in the Akwa Ibom State civil service in order to achieve government lofty objectives. Here is the personnel audit of Akwa Ibom State civil service for 2003-20

Table 1.3 Ten-years Analysis of Personnel Record of Akwa Ibom Civil Service 2003-2012

A Ten-years Comparative Analysis of Personnel Matters in Akwa Ibom State Civil Service (2003-2012)												Total
S/N	Service Matters	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	
1	Recruitment	1,211	63	76	343	95	455	722	200	1378	61	6,406
2	Promotion	4,198	7633	3035	1744	2618	1796	1947	2053	2168	1983	29,175
3	Confirmation	34	185	820	305	149	200	174	500	112	46	2,525
4	Transfers	52	0	21	20	2	8	24	1	0	4	132
5	Conversion	0	0	248	182	143	150	257	122	141	116	1,359
6	Absorption	895	8	96	1	2	183	50	0	0	281	1,516
7	Withholding increment	3	1	1	2	0	0	3	0	0	0	10
8	Warning	2	11	14	69	18	14		10	9	7	170
Exit from Service												
9	Retirement	271	1067	898	354	880	458	573	426	442	252	5,894
10	Death	0	171	107	90	101	80	69	58	39	59	774
11	Dismissal	0	3	5	2	4	6	1	0	3	1	25
12	Termination of Appointment	4	14	12	5	7	5	1	2	2	3	55
13	Resignation	3	11	12	3	6	7	12	4	1	6	65
14	Withdrawal	0	0	0	0	0	4	12	0	0	2	18

Source: Civil Service Commission Annual Report, 2012

The summary above indicates that the manifest attitude of staff have resulted in varied disciplinary actions though the margin is very marginal. Only eighty (80) were disciplined in ten years.

THEORETICAL FRAMEWORK

Ordinarily, Frederick Herzberg's Motivator-Hygiene Theory also known as 'The Dual-Factor Theory' of Motivation would have been adopted in this research because of "job satisfaction" as the major variable. However, since the subjects of this research are specifically the bureaucrats, "The Street-Level Bureaucratic Theory" by Michael Lipsky is being utilised as the theoretical underpinning of this work. The theory addresses the manifest behaviour of bureaucrats and the disposition of their clients in public affairs. According to Lipsky (1969: 48), a street-level bureaucrat is defined as a "public employee whose work is characterised by the following three conditions:

1. He is called upon to interact constantly with citizens in the regular course of his job.
2. Although he works within a bureaucratic structure, his independence on the job is fairly extensive. One component of this independence is discretion in making decisions: but independence on job performance is not limited to discretion. The attitude and general approach of a street-level bureaucrat toward his client may affect his client significantly.
3. The potential impact on citizens with whom he deals is fairly extensive".

Lipsky reasons that a policy is nothing but mere paper until street-level bureaucrats have delivered the policy to the citizens. In the view of Soren Winter (2002: 2), 'most citizens generally do not read the law'. Accordingly, they perceive the way street-level bureaucrats behave and make decisions in delivering services or enforcing regulations to be the law. The theory argues that street-level bureaucrats or civil servants use special coping mechanisms because they experience a gulf between the many demands, which are made for their services, and their own limited resources. So, structural policy defect as well as resource constraints in the midst of overwhelming demands leave the street-level bureaucrat at ought. The coping mechanism so developed, tends to bias the implementation process in a way that hampers the achievement of policy goals.

As public officials, Street-level Bureaucrats are subject to expectations that they will treat individuals fairly and impartially. To some degree, they are also subject as public officials to expectations that individuals and individual cases will be treated on their unique merits. Providing services in terms of the ideals is constantly challenged by "realists" who stress the legitimacy of adjustments to conditions and the unavailability of resources. For instance, the expectation of impartiality is particularly salient to judges, but judges are confronted with the case ideal, wherein citizens expect to "have their day in court." In a real sense, Street-level Bureaucrats are expected by some reference groups to recognize the desirability of providing *unequal* treatment. In a recent clean up exercise by Uyo Capital City Development Authority (UCCDA) for instance, one young man was cut-up in the mud so to speak. He lives with his parents along Utang Street in Uyo. As a young attaché at UCCDA, how will he join in the demolition of kiosks in his neighbourhood along with his own mother's? His presence in the team was a relieve to some kiosk owners. But one by one the kiosks were removed (including the one operated by the attaché's mother) to demonstrate the value of impartiality in the discharge of public duties.

How relevant is the Street-Level Bureaucratic Theory as a supportive theoretical construct to a study of job satisfaction and attitude to work among civil servants in Akwa Ibom State? To be sure, the civil servants are the subject matter of the theory – *Street-Level Bureaucrats*. And quite often in the Nigerian context, policies of government are articulated and enacted by political leaders who may be far removed from the people. This theoretical construct is concentrated on the problems affecting government officials (civil servants) that arise from lack of sufficient organisational resources, physical and psychological threats, and conflicting and ambiguous role expectations of supposed beneficiaries of public goods and services. At the Ministry of Finance for instance, there are instances whereby government issue cheques to contractors more than what can be carried for that month's financial exposure. How to manage the various interests and emotions that may flood the ministry becomes the job of the bureaucrats. This is one of the challenges captured by Lipsky's theory. A decision of government may be at ought with the expectation of the people at times. The bureaucrats who are caught in between must devise a means of implementing government programme without leaving the people in a worst state than before the decision was taken. That is why the theory emphasizes discretion on the part of the bureaucrats. It can be seen from the above argument that the street-level bureaucratic theory is suitable as a theoretical structure of this research.

RESEARCH METHODOLOGY

The method adopted in this research was survey. Survey refers to a process of eliciting data from a target population through either the questionnaires or interview instruments, and subjecting such a data to statistical analysis for the purpose of drawing conclusion (Obasi, 2000). For this article, a self-designed questionnaire was developed and utilised by the researchers. The instrument had two sections. Section one determined the socio-demographic characteristics of research subjects while section two dealt with the tangible facts of job variables. The study population was the entire 13,479 civil servants of Akwa Ibom State. For purposes of sampling since the universe was large and complex, five ministries (Agriculture and Natural Resources, Environment and Mineral Resources, Justice, Science and Technology and Women Affairs) were drawn systematically. A total of 250 respondents (50 per Ministry) were selected from the five units of analysis. However, 214(85.6%) instrument returned were valid for analysis. In order to establish the reliability of this instrument, a pilot study was carried out on a sample of twenty (20) civil servants from the Ministry of Transport that was not a part of the main test. The result of the reliability test was 0.62 showing that the instrument was reliable. In confirming the validities of the instrument, face and content validities were ensured by experts. Nearly a month was spent by the researcher to administer and retrieve information from the target population. Retrieved information was analysed on Pearson's Product Moment Correlation (PPMC).

RESULTS

Demography of respondents are as follows: Gender: Female 101 (47.2%), Male 113 (52.8%); Age: 20-30 (49), 31-40 (58), 41-50 (88) and 51 and above (19); Cadre: Senior 122 (57.1%) Junior 92 (42.9%); Education: Tertiary 134 (62.3%), Secondary 56 (26.6%), 24 (11.1%); Marital Status: Married 121, Single 68, Separated/divorce 7, Widow/widower 18.

H₀: Job satisfaction level among civil servants in Akwa Ibom State is not a function of their attitude to work.

a) Table 1.4 Relationship between Job Satisfaction (X_1) and Attitude to Work (Y)

n	$\sum X_1$	$\sum Y$	$\sum X_1^2$	$\sum Y^2$	$\sum X_1 Y$	r	Z calculated
214	2768	3086	38536	45150	40098	0.14	2.06

Source: Field Survey, 2014

$n = n_0$ of respondents X_{214} Job Satisfaction, Y is Attitude to Work, $Z_{tabulated} = 1.96$.

Relationship between job satisfaction and attitude to work was established as follows:

$$r = 0.137 = 0.14$$

The result reveals a weak positive relationship between job satisfaction and attitude to work.

The significance of the weak positive relationship is tested as follows:

$$Z = 2.06$$

The calculated ($Z = 2.06$) is greater than $Z_{tabulated}$ ($Z = 1.96$).

Hence, there is a significant weak relationship between job satisfaction and attitude to work in Akwa Ibom State civil service.

H_0 : The work attitude of the civil servants in Akwa Ibom State is not significantly related to employee performance.

b) Table 1.5: Relationship between Attitude to Work and Job Performance.

n	$\sum X_3$	$\sum Y$	$\sum X_3^2$	$\sum Y^2$	$\sum X_3 Y$	r	$Z_{calculated}$
214	5078	3086	121898	45150	73430	0.21	3.13

Source: Field Survey, 2014

$Z_{tabulated} = 1.96$, X_2 represents attitude to work.

Result summarised above shows a positive relationship between attitude to work and job performance. Furthermore, the significance of the positive relationship obtained is based on the result of Pearson's Product Moment Correlation as shown here:

$$Z_{calculated} = 3.13$$

Hence, Z calculated is greater in value than the Z tabulated ($3.13 > 1.96$).

Therefore, there is a significant weak positive relationship between attitude to work and job performance in Akwa Ibom State civil service.

DISCUSSION

Result from the analysis of hypothesis one shows that job satisfaction level influences attitude to work among civil servants in Akwa Ibom State. This decision was based on the analysis of respondents views to questions 8-10. To check the level of job satisfaction among civil servants, three negative statements were included in the survey i.e. *working here is not quite a burden to anyone of us*, *we may not open office by 8am, but at least before 10am*; and *I do*

not rush to finish work of each day to avoid making mistakes. This latest finding is not an isolated case. For instance, Ahmad, Ahmad and Shah (2010) on a study of relationship between job satisfaction, job performance and attitude towards work found out that job satisfaction influences work attitude. Also, Michael Pepe and Siena College's (2010) study on the impact of extrinsic motivational dissatisfiers on employee level of job satisfaction and commitment resulting in the intent to turnover demonstrates a positive relationship between extrinsic variables factors such as perceived supervisor support and employee commitment and job satisfaction levels. In other words, for organizations to develop a work force consisting of highly committed, satisfied employees, superiors must demonstrate a high level of support toward their associates. The study found out that a low level of perceived supervisor support resulted in a low level of employee organizational commitment and job satisfaction. This positive relationship implies that increasing supervisor support may increase employee job satisfaction and work attitude.

On the second hypothesis on the work attitude of civil servants in Akwa Ibom as they affect employee performance, the null hypothesis was rejected. This conclusion was based on the analysis of responses to questions 6,9,10,16, and 19 on variables such as training, opportunities, lateness to work and participation validated the research hypothesis. This latest finding is supported by a number of previous findings such as Velnampy, (2010) which indicates that satisfaction, involvement and performance are significantly correlated. Also, a study by Saari and Judge (2004) on employee attitudes and job satisfaction's review of some public sector organisations was significantly related. That study investigated employee attitudes in general and specifically as they relate to (1) the causes of employee attitudes, (2) the results of positive or negative job satisfaction, and (3) how to measure and influence employee attitudes. Similar result was obtained by Harter, Schmidt and Hayes (2002) in a study of employees attitude and job performance. The study noted how employee attitudes are predictive of important financial performance measures, such as market share, turnout etc. All these point to the fact that the job attitude of Akwa Ibom State civil servants has a bearing on the performance of the service. Keep in mind that the deliverables of the uncommon transformation administration of Godswill Akpabio can be felt satisfactorily if the bureaucrats are up and doing in their various jobs. Yes, Akwa Ibom State has witnessed unprecedented delivery of public infrastructure in the last eight years. Over 300 urban and rural roads have been constructed; myriads of school and hospital blocks have been renovated or constructed; Ibom International Airport is now operational, a gas processing plant at Esit Eket has since commenced production, Ibom Entertainment Galleria is running among others. How have the bureaucrats contributed to these projects? Largely through oversight and processing of payment vouchers. The real work is done by private construction companies and individual contractors. Meanwhile, the funds for these projects come largely from the Statutory Transfers and Derivation Funds from the Federal Government. But what is the attitude of bureaucrats toward internally generated revenue which would have boosted government revenue base and thus more public deliverables? Recall that on the attitude of civil servants in Akwa Ibom State, Daniel (2013) identified indolent staff, incompetency, corrupt, poor leadership example, lateness, absenteeism etc as being the lot of the service. Crafts practiced by Revenue Officers of Akwa Ibom State civil service were also listed to include:

- The issue of parallel receipts.
- The use of authentic revenue collector's receipt which were not properly issued to the revenue collector.

- The practice of teeming and lading in which revenue collectors embezzle cash collected one day and lodge future cash collections as if it was the cash earlier collected.
- The use of fake bank tellers (Daniel, 2013).

Does it mean that the public is unaware of the craft by bureaucrats? It is difficult to say. But recall that our working theory partly states that ...“Although he works within a bureaucratic structure, his independence on the job is fairly extensive. One component of this independence is discretion in making decisions: but independence on job performance is not limited to discretion. The attitude and general approach of a street-level bureaucrat toward his client may affect his client significantly”. Those who are absent from their duty post regularly constitutes a cloak in the wheel of progress.

IMPLICATION TO RESEARCH AND PRACTICE

This research has shown that every work is done in a context. The civil service of Akwa Ibom State ought to function in a way that brings about expected quantum change in the welfare of the people by implementing approved projects and programmes in a timely fashion effectively. *I don't care* attitude has no place in the service. Managers of the system ought to leverage on the MBO model to get the best from staff members of Akwa Ibom State civil service.

CONCLUDING REMARKS AND RECOMMENDATIONS

The perceived negative furphy on the civil service of Akwa Ibom State prompted this research. Based on the findings of this research, the following conclusions can be made: job satisfaction level influences attitude to work among civil servants in Akwa Ibom State; work attitude of civil servants in Akwa Ibom State is directly related to employee performance. Conclusions drawn in this paper are the products of painstaking and rigorous analysis of data retrieved from the questionnaire.

Therefore, arising from the findings of this research, observation of the researchers during field study, facts from competent literature and information gathered at the focus group discussion, the following suggestions are made with a view to enhancing job satisfaction and attitude to work among civil servants in Akwa Ibom State:

- Traditionally, the civil service emphasizes hierarchy and command structure. But the New Public Management built on the principles of Management by Objectives (MBO) favours a horizontal structure where all employees are involved at least in some ways in decision-making process that involve their work. As an incentive, Buhler (2010), reports that employees who are participating in decision-making process (especially as it pertains to controlling their own job) tend to be more satisfied and more committed to the organization, which translates into higher levels of performance. Since attitude changes performance and attitude itself can be influenced by functional job variables, the managers of the service are encouraged to share information and knowledge, provide skills that employees need and listen to its employees. Many top civil servants may likely readily reject this suggestion fearing losing some strength. They prefer the status quo – top-bottom flow of command and bottom-top flow of obedience. It is worthy to note that change is a constant feature of existence. To that end, the service must embrace change and tolerate risk. Creativity comes with mistakes through practice. Employees who are afraid of being punished for making a mistake will likely

not be creative and innovative. All superordinate's in Akwa Ibom State civil service are urged to respect and involve their subordinates in decision-making process in order to maximize high work delivery.

- Delays in treatment of files has slowed down pace of development in Akwa Ibom State. To that end, each officer should re-appraise his input into the service. All assigned duties should be accompanied with datelines. SERVICOM recommends that files should be treated within 48hrs. Clients of government should be aware of this. The clearing house is usually the top civil servants. The moment they are expeditious in treating cases, the down line can hardly act contrary. But where there is clear evidence of negligence of duty, the public should report such cases to the Public Complaint Commission for redress.

FUTURE RESEARCH

Understanding and utilizing the New Public Management bitmap in the civil service is one area researchers should direct effort. In the private sector, democracy of decision and horizontal management is already succeeding across the continents. Since Akwa Ibom is a leading light in Nigeria today, her civil service must embrace innovative ways of accomplishing task with a satisfied, motivated and right-attitude personnel. So further studies should concentrate on the modalities of aligning the civil service with the new public management model.

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