Condition of Service and Employees Attitude in Rivers State University

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Abstract: Staff wellbeing is a critical problem in every organisation and should not be taken lightly. This is because employees play a critical part in the production process of any firm, and as such, if their welfare is neglected (if their working conditions are substandard), it might impact their attitude at work. As such, the research investigated the state of service and employee attitudes at Rivers State University. The study's focus is confined to Rivers State University's non-teaching employees. Three study objectives and three associated research questions served as the framework for the article. The Maslow and Herzberg theories of motivation were used to support the study. A descriptive survey design was used in this investigation. This research involved all non-teaching personnel at Rivers State University. The institution employs nine hundred and seventy-three (973) teaching and non-teaching staff. The Taro Yamane Formula was used to generate a sample of 324 individuals from staff of Rivers State University. The data collecting tool was a questionnaire devised by the researcher named 'Condition of Service and Employees' Attitude Questionnaire' (CSEAQ). The CSEAQ was developed using a four-point rating scale. The mean and standard deviation were used to analyse the data at 2.50 which serves as the basis for decision-making. The data indicated that leave bonuses, training allowances, a positive work environment, and promotions all have a significant impact on employee attitudes at Rivers State University. The investigation concluded, among other things, that personnel at Rivers State University should be promoted in accordance with established procedures. This enables them to maintain a favourable attitude toward their career.

Keywords: Employees, Attitude, Condition, Service

I. Introduction

Staff wellbeing is a critical problem in every organisation that cannot be overlooked. This is because employees play a critical part in the production process of any firm, and if their welfare is neglected (if their working conditions are substandard), it might impact their attitude at work. Employees who are qualified and motivated generate and deliver value from other organisational resources. Dynamic and innovative companies strive to recruit and retain the appropriate people for the right tasks at the right time by motivating and retaining them in changing conditions. Customer satisfaction and organisational success in a competitive climate are directly related to employee conditions of service. Adequate facilities contribute significantly to instructors' job. Employees view work conditions as critical components of their satisfaction, necessitating regular maintenance and replacement of facilities that aid in their comfort and alleviate the stress associated with abandoning their duties in search of a convenient location where comfort facilities are not only installed but also maintained on a regular basis to ensure their workforce's maximum enjoyment.

According to Sounder (2007), a condition of service is the portion of an employment agreement that specifies the duties, responsibilities, hours of work, remuneration, leave, and other privileges that an employee will enjoy. If all of these conditions are not satisfied effectively, it might result in substandard service with a negative influence on staff morale. Poor service condition may also be defined as "a circumstance in which a person's working environment is unsatisfactory,"
including the denial of benefits that should be received. Service conditions have been a serious concern at both public and private colleges, most notably at Rivers State University. This has had an effect on the university's producing capabilities. Benefits such as leave bonuses and training allowances are withheld from employees. Even the working atmosphere is not suitable; necessary equipment is not given; promotion is delayed; and, most importantly, motivation is poor. The upshot of the bad service situation would almost certainly be a negative attitude on the part of the personnel, which would result in low productivity. In this circumstance, stress manifests itself in laziness, absenteeism, neglect, tardiness, dishonesty, and even betrayal among educational professionals.

According to Robbins (2003), attitudes are defined as evaluative comments about things, people, or events. They can be positive or negative. As a result, they represent how an individual feels about something. Positive remarks may have a beneficial influence on the thing, person, or event in question, whilst negative words may have a detrimental effect. An attitude is a good or negative emotion or mental state of readiness that is learnt and structured via experience and has a particular effect on how a person responds to people, things, and events. This attitude description has ramifications for managers. To begin, attitudes are acquired. Second, attitudes describe an individual's predispositions toward particular facets of the environment. Thirdly, attitudes serve as the emotional foundation for interpersonal relationships and self-identification with others. Fourthly, attitudes are structured and are inextricably linked to the essence of personality. Certain attitudes are permanent and persistent; yet, like other psychological variables, attitudes are vulnerable to change (Fishbein & Ajzen, 1975).

Employees will always be satisfied when they believe their immediate working circumstances are compatible with their commitments (Farh, 2012). According to Chandrasekar (2011), the sort of work environment in which people function dictates whether or not a firm will succeed. Physical and psychological elements affecting the condition of service include the office structure and design, while psychosocial factors include the length of service, role congruity, and social support. Additional characteristics of working circumstances are the policies that govern employment. A more favourable physical working environment improves employee effectiveness. Employees in a variety of businesses are confronted with workplace issues relating to environmental and physical elements. According to Pech and Slade (2006), employee disengagement is rising, and it is critical to create settings that favourably affect employees. Employees' comfort on the job, as measured by their working environment, has been acknowledged as a significant element in determining their productivity (Leblebici, 2012). A healthy state of service makes excellent financial sense in today's dynamic and competitive business world. Administrators should not focus only on employees' compensation packages, assuming that they are commensurate to performance (Heath, 2006). Organizations that are seen as having a favourable work environment will have a competitive advantage over their competitors.

The association between service condition and employee attitudes is widely established (Lok & Crawford 2004). The degree to which frontline employees are satisfied with their work environment is likely to influence their attitude toward service (Lytle & Timmerman 2006). When employees are satisfied with their work, they are more likely to appreciate the firm's clients and want to guarantee they are satisfied with the service they get. These employees may do this by providing excellent service and meeting the demands of their consumers. Thus, when employees are content with their work, they are more likely to acquire favourable attitudes toward service-oriented behaviours, emphasising the significance of serving the client and providing them with valuable services (Gonzalez & Garazo, 2006).

However, in the majority of firms today, employees face unimaginable misery on a daily basis while on duty in quest of Conveniences, which results in job desertion and unneeded stress. The purpose of this study is to determine the influence that working circumstances have on an organization's performance. In every business, the quality of the work environment is crucial and may easily decide an employee's motivation, future performance, and productivity. It goes
without saying that an employee's relationship with the organisation has an effect on his or her enthusiasm, error rate, ability to work and remain on the job and with the organisation, level of innovation and collaboration with other employees, absenteeism, and ultimately the length of time an employee remains in the job.

**Statement of the Problem**

When it comes to workplace productivity, an employee's attitude is frequently connected (Amir, 2008). According to Noble (2009), greater emphasis should be made to recognising and resolving workplace conflicts. When employees have a poor opinion of their workplace, they may experience chronic stress. Service condition has become a serious concern in both public and commercial organisations, affecting the organization's production capability. Benefits such as leave bonuses, salary, and training allowances are withheld from employees. Even the working atmosphere is not suitable; necessary equipment is not given; promotion is delayed; and, most importantly, motivation is poor.

As a result of the bad service condition, staff performance will undoubtedly suffer, resulting in decreased production. As a result, laziness, absenteeism, negligence, tardiness, dishonesty, and even disloyalty and other lousy attitudes will begin to develop. It has been noticed that personnel at Rivers State University are not provided with certain incentives, such as leave bonuses, training allowances, financial attachments to promotions, and a positive work atmosphere. Personnel at Rivers State University were promoted without regard for financial gain. The point is, what is the justification for the procedure if no financial gain is involved? Without these incentives, the work climate at Rivers State University becomes poisonous. The preceding situation have to have a pessimistic perspective over their employment. The administration appears to be oblivious to the working conditions of personnel at Rivers State Universities, particularly at Rivers State University. Some employees worked numerous jobs in order to fulfil their fundamental demands. Staff social prestige in the wilder society is declining as a result of the government's unfavourable service conditions. The study examines the influence of conditions of service on employee. The aim of the study is to examine the influence of condition of service on employee’s attitude in Rivers State University, Port Harcourt. Specifically the study seeks to:

1. To examine the effect of leave policy on employees attitude in Rivers State University
2. To examine the effect of training allowances on employees attitude in Rivers State University
3. To examine the effect promotion on employees attitude in Rivers State University
4. To examine the effect of good working environment on employees attitude in Rivers State University

1.4 **Research Questions**

The following research questions were stated to guide the study:

1. What is the effect of leave policy on employees’ attitude in Rivers State University?
2. What is the effect of training allowance on employees’ attitude in Rivers State University?
3. What is the effect of promotion on employees’ attitude in Rivers State University?
4. What is the effect of working environment on employees’ attitude in Rivers State University?

**II. Literature Review**

**Condition of Service**

According to Bhaga (2010), service conditions are formed by employees' interactions with their organisational atmosphere. According to him, conditions involve both psychological and physical aspects of the profession. However, Lee et al. (2004) feel that conditions of service
involve a broad variety of issues, ranging from work load and scheduling to system-level concerns such as professional identity and scope of practise. According to Sounder (2007), a condition of service is the portion of an employment agreement that specifies the duties, responsibilities, hours of work, remuneration, leave, and other privileges that an employee will enjoy. If all of these conditions are not satisfied effectively, it might result in substandard service with a negative influence on staff morale. Additionally, the phrase "Condition of Service" refers to the official terms under which employees are recruited, such as their rate of compensation, employment contract, and workday duration. Additionally, it might include recreational events and other measures aimed at promoting a healthy work environment.

The terms of service are the rules, obligations, and policies that an employer and employee agree to follow throughout the employee's employment with the firm. They define each party's rights and duties. Conditions of service are often referred to as job conditions. Poor service condition may also be defined as "a circumstance in which a person's working environment is unsatisfactory, including the denial of benefits that should be received. Service conditions have been a serious concern at both public and private colleges, most notably at Rivers State University. This has had an effect on the university's producing capabilities. Benefits such as leave bonuses and training allowances are withheld from employees. Even the working atmosphere is not suitable; necessary equipment is not given; promotion is delayed; and, most importantly, motivation is poor. The upshot of the bad service situation would almost certainly be a negative attitude on the part of the personnel, which would result in low productivity. In this circumstance, stress manifests itself in laziness, absenteeism, neglect, tardiness, dishonesty, and even betrayal among educational professionals.

**Leave Bonus**

Leave means “To go away for something for a short time” (Klindzic, & Marić, 2019, p.23). An employee is supposed to fulfill both professional and personal commitment so one is supposed to take short time duration off to fulfill personal commitment and such offs must be duly approved by reporting manager then only an employee proceed further (Klindzic, & Marić, 2019).

**Leave Policy**

One of the most important consideration for someone looking to join a new company is the company’s leave policy and what they are entitled to as an employee. Leave means “To go away for something for a short time”. An employee is supposed to fulfill both professional and personal commitment so one is supposed to take short time duration off to fulfill personal commitment and such offs must be duly approved by reporting manager then only an employee proceed further.

A leave policy is a document that lays down the rules and regulations related to various types of leaves that an employee can avail of. A leave policy sets out the various types of leaves for different situations like a vacation, sickness, maternity, grief, etc. It specifies rules for various aspects like granting of leave, eligibility, availing, encashment (https://www.greythr.com/leave-management/guide-leave-policy-design/). Through its language, tone, and friendliness quotient, the leave policy shows the company's professionalism and culture. A leave policy is a collection of rules and processes that govern an employee's right to certain types, numbers, and durations of leave. Leave rules assist guarantee that workers' requests for leave are consistent with corporate policy. Additionally, it establishes a clear expectation, ensuring that all members of the company are on the same page. A leave policy is a collection of rules and processes that regulate employees' entitlements to various forms of paid and unpaid leave over their employment term.

Employees seeking leave for personal reasons/vacation is an unavoidable occurrence in the business. It is critical, then, that you develop a clear policy outlining employees' rights about the various forms of leave to which they are entitled. This reduces the likelihood of conflict and fosters a healthier work environment for employees. There are several sorts of absences available, some of which are required by law, such as maternity leave. As a result, it is critical...
that you understand the legal requirements governing your employees' leave entitlements and that you routinely update your policy to guarantee compliance with applicable legislation.

When an employee requires a leave of absence, having a leave policy clarifies the process and establishes expectations. A leave policy enables firms to retain important personnel in instances where an employee's only choice without an approved leave of absence is to resign or seek new employment. According to Naithani (2010), as referenced in Chungo & Anyieni (2019), a leave arrangement is a collection of norms, methods, and regulations developed by associations in accordance with applicable labour laws that govern the procedure, time allocations, and announcing technique for time taken off work. Having a leave policy also demonstrates to employees that they have choices in the event that they require personal emergency leave. Without one, there is much uncertainty. This can result in worry, anxiety, and stress for employees contemplating a leave of absence - all of which have a negative effect on employee productivity, engagement, and retention.

**Promotion**

Promotional materials can be used as an incentive. It is a method of rewarding individuals for achieving organisational goals, and so acts as a mechanism for aligning organisational and personal goals (Lazear & Rosen, 2011). According to Rosen (2012), the determining element for an individual's place in the hierarchy is his talent; the greater an individual's degree of skill, the higher his position in the hierarchy. Promotion is critical since it entails a considerable adjustment in an employee's compensation package (Murphy, 1985). Thus, an increase in income reflects the importance of promotion (Baker et al., 1994). The promotion process is predefined and detailed in the employment contract (Doeringer & Piore, 2011). In today's increasingly competitive business environment, promotion can assist rival organisations in identifying the most productive member of one organisation who is worth hiring for another (Scoones, 2013). In this approach, promotion promotes an employee's value in the external world while also recognising his value within the organisation. According to Carmichael (2013), promotion increases an organization's yield when an employee climbs a promotion ladder based on his seniority and receives a higher compensation rate as a result. Baker (2018), on the other hand, believes that promotion is not an incentive mechanism, and hence that the best outcomes cannot be created by elevating a person inside the business. When personnel are hired externally, the failure rate is higher than when they are promoted inside (Kelly-Radford, 2011).

Wage increases as a consequence of promotion are observed to have a greater effect on employee attitudes than fixed income (Clark & Oswald, 2016). Shields and Ward (2011) report that workers who are unsatisfied with the advancement opportunities accessible to them have a larger proclivity to quit the firm. Pergamit and Veum (2019) found that the greater an employee's probability of advancement, the better their work happiness. Apart from work satisfaction, employee contentment is also influenced by promotion satisfaction.

**Internal promotion:** the availability of career opportunities within the corporation tends to increase employees' loyalty to the government department (Guest, 2017). Additionally, an emphasis on internal promotion is likely to foster a feeling of fairness and justice among employees who recognise the company's importance of organisational longevity (Pfeffer, 2015). Teseema and Soeters (2016) discovered a substantial and positive link between promotion procedures and perceived employee performance; however, human resource outcomes served as mediators.

**Training allowance**

A training allowance is an allowance (whether in the form of periodic grants or otherwise) paid out of public funds by a government department to a person for his or her maintenance or that of a member of his family during the period, or part of the period, during which he is enrolled in or participating in a course of training or instruction provided by, or in accordance with, that department, but it does not include an allowance paid by any government department to or in remuneration for, a member of his family. Training allowances are payments granted to certain
groups of students by companies or third parties (provincial and municipal governments), often to compensate for wages lost while attending school.

**Working environment**

A work environment is the setting, social features and physical conditions in which you perform your job. These elements can impact feelings of wellbeing, workplace relationships, collaboration, and efficiency and employee health. Here are the significant aspects of a work environment. While some items that comprise it are obvious, such as the wall treatment or the number of indoor plants, others are more obtuse, such as company politics or a coworker whose personality traits do not suit the company culture. Professionals working in both full-time and part-time positions are significantly impacted by their office environment because they have to perform their duties inside it. Usually, workers are required to adapt to this workplace feature.

**Employees attitude**

Attitude is a French phrase derived from the Italian attitudine and the Late Latin aptitūd and aptitūdīn- (Tanya, 2017). An attitude is a fictitious construct that expresses an individual's degree of liking or disliking something. Attitudes are often considered to be either positive or negative assessments of a person, place, thing, or event; this is frequently referred to as the attitude object. In social psychology, the word "attitude" refers to predispositions toward an object that include beliefs, feelings, and dispositions to behave. Thus, attitudes pertain to one's thoughts, feelings, and behaviour toward things in any social circumstance. "Behavior that is based on conscious or unconscious mental concepts that have formed through time" 189 (Venes, 2001). A persistent, taught proclivity to behave consistently toward a certain class of objects, or a persistent mental and/or brain state of preparedness to react to a particular class of objects, not as they are, but as they are imagined to be" (2005) (Dark, p.34). A physical stance or way of bearing oneself: a mental or emotional condition; disposition... b, An arrogant or antagonistic temperament or state of mind.

It is a reasonably constant human inclination to think, feel, and act in a certain way. In a nutshell, attitudes are judgments about attitude objects. According to Allport, stated in Franzoi (2008), attitude is "a mental and neurological state of readiness that is organised by experience and has a directive or dynamic impact on the individual's behaviour to all objects and circumstances with which it is associated" (p. 784). Baron et al. (2009) describe attitude as "a acquired proclivity to respond consistently favourably or negatively to a particular thing" (p. 6). Franzoi (2008) defines attitude as "a psychological inclination represented via a degree of liking or disapproval toward a certain entity" (p. 1). Attitudes are a way of expressing how much we like or despise particular things. The phrases liking-disliking, pro-anti, favorable-unfavorable, and positive-negative are used to convey evaluations. Although the majority of our attitudes may be classified as bipolar, such as positive-negative, in other instances, we may have both good and negative feelings about the same thing.

**Positive attitude:** The predisposition that results in desirable outcomes for individuals and organizations.

**Negative attitude:** The tendency of a person that result in an undesirable outcome for individuals and organizations.

The positive attitudes towards others brings us closer to them. On the other hand, negative attitudes create interpersonal distance and lead to less friendly interaction with others. Attitudes are relatively stable. They tend to persist over time and across situations. However, it does not mean that attitudes do not change. They do change in the light of new experiences and information. Attitudes provide basis for defining social groups. Attitudes are central in maintaining a group. Members of a group often share similar attitudes and this is what that binds them together. It would be more appropriate to say that attitudes guide our thinking and behaviour. They influence several aspects of our social behaviour. Our attitudes are based on information. We can’t have an attitude toward an object about which we don’t have any
information. Because we can never know all the information available on any particular attitude object, our attitudes are always open to revision.

**Condition of Service and Employees Attitude: Empirical Review**

There is a considerable body of literature on the environment in which work circumstances impact employees' emotional and physical well-being (Feldman et al., 2002). Several studies have found an extraordinary level of burnout and emotional strain among staff members as a result of the service's poor condition (Rossberg & Friss, 2004). A hostile work environment has been linked to absenteeism, decreased job satisfaction, physical complaints, burnout, and poor job performance (Gulliver & Towell, 2003). A deplorable state of service is most certainly one of the primary reasons for high employee turnover, low satisfaction, and poor performance (Mustafa & Ali, 2019; Rossberg & Friss, 2004). Factors affecting the state of service and satisfaction may also serve as useful benchmarks for evaluating future job modifications and improvements. Additionally, supportive work environments and conditions push individuals to have a more positive attitude, which results in improved performance (Day & Bedeian, 2011).

It is emphasised that motivational components related to workplace recognition assist employees in discovering their worth inside the organisation. This would improve their overall performance at work while also increasing their satisfaction (Gulliver & Towell, 2003). Previous study indicates that employees who are satisfied with their jobs are also more likely to be dedicated to their firm (Lok & Crawford 2004; Fletcher & Williams 1996). As a result, employees who are satisfied with their jobs will have favourable sentiments (affective commitment) toward their company (Saura, et al. 2005). In this context, emotional commitment refers to a desire to continue working for an employer as a result of a fondness for the company or a favourable opinion toward it. This positive effect is occasionally referred to as 'psychological attachment' (Garbarino & Johnson 1999) and is generated from the emotional satisfaction associated with remaining with a job (Allen & Meyer 1990).

Additionally, there is sufficient data (Ciobanuet al.2019) to suggest that controlling employee attitude favourably impacts job performance and, by extension, institutional performance. Similarly, Mohanand Sudarsan(2018) asserts that when job performance is defined in terms of the quantity and quality of work expected of an employee, critical determinants of employee attitude such as job satisfaction, job commitment, job involvement, task performance, and contextual performance must be considered if management wishes to accomplish its objectives and improve job performance. Mohan and Sudarsan(2020) added that such causation is necessary since attitudes are evaluative assertions about things, persons, or events. Because they are a reflection of how an individual feels about something. They represent an employee's attitude about his work, the work environment, resources, regulations, and procedures in the workplace (Mohan & Sudarsan, 2020).

On the other hand, Sachane et al.(2018) stated that employee attitudes are not only tied to many areas of human existence, but are also anchored in the employee's mind-set and express via their behaviour. Sathyanarayan and Lavanya's (2018) empirical investigation demonstrates that job satisfaction is a significant predictor of employee attitude. It is worth noting, however, that it should be distinguished from the larger concept of organisational commitment. On the other hand, Boateng and Hsieh (2019) demonstrated a clear correlation between work performance and employee morale. As a result, if management demonstrates a willingness to listen and adjust, any attitude may significantly enhance staff morale. Boateng and Hsieh said that when employees perceive that management listens to their problems, cares about them, and is prepared to make certain concessions, this contributes significantly to the development of a favourable work environment and attitude among them.

Steve and Noah(2012) conducted a study named 'Work environment and job attitudes of employees in a Nigerian workplace'. The data indicate that there is a substantial association between respondents' work environment and their attitude about their jobs. The work environment was found to be socially and physically demanding, resulting in certain
unfavourable employee behaviours such as absenteeism, poor dedication, and indifference. The study suggests that, given the importance of work environment characteristics in fostering a good attitude toward work, management in work organisations should implement programmes such as financial incentives, improved communication, and a positive leadership style.

Inuwa and Abubakar (2017) conducted a research titled 'The moderating influence of the physical work environment on job attitudes and employee performance.' The study discovers a favourable and substantial relationship between job attitude and employee performance. Additionally, the study discovers that the physical work environment has a beneficial effect on the link between job attitude and employee performance. As a result, the study proposes that organisations devise effective mechanisms that allow for the development of favourable job attitudes among workers, as well as a physically suitable work environment that results in exceptional employee performance.

Bushiri (2014) conducted study on 'The influence of work environment on employee performance: The case of the Dar Es Salaam Institute of Finance Management in Kenya'. The study's findings reveal that, in the opinion of respondents, the organization's working environment had an effect on members. Additionally, the study discovered that employees' performance will increase if management addresses the issues found throughout the investigation. The issues are workplace flexibility, noise distraction, the supervisor's interpersonal contact with subordinates, the existence of task aids, the use of performance feedback, and the improvement of work incentives inside the business in order to inspire people to accomplish their jobs.

Ogilo et al. (2020) conducted a research named 'This study explores the link between employee attitude and organisational performance in service enterprises in Rivers State's port. The research revealed that attitude is accountable for performance, as the study's employee attitude measurements had a positive significant influence on organisational performance. It was established that an organization's attitude toward its employees should be discovered early on if it desires to achieve long-term growth and performance, as this has the potential to boost the organization's profitability, survival, and growth, or to liquidate the business.

Among them are Obisi et al (2016). Measurement of employee attitudes and productivity at the University of Lagos, Akoka, Lagos. The finding of a positive association led to the rejection of the null hypothesis at the 5% level of significance and acceptance of the alternative that employee attitudes can impact their productivity. Given the current situation, it is recommended that the university improve personnel working conditions and establish procedures to minimise gender discrimination, inadequate facilities, deficient appraisal and evaluation procedures, religious and ethnic bias, ethical standards, delayed entitlement payments, and inter-departmental rivalry.

Al-Omari and Okasheh (2017) conducted a study titled 'the impact of work environment on job performance: A case study of a Jordanian engineering firm'. The findings indicate that situational constraints, which include noise, office furniture, ventilation, and lighting, are the primary work environment characteristics that have a detrimental effect on job performance and should receive further attention. Employers are urged to take proactive measures to inspire employees by enhancing their work environment. When people are motivated, their job performance improves and they accomplish the job's objectives and objectives. As a result, employer satisfaction is increased.

Lee (2017) conducted a study titled 'How does employment status effect workers' workplace attitudes and behaviours in the hotel business.' The study examines how workers' work status affects their job happiness, organisational commitment, and job performance in the hotel business. Additionally, it examines whether supervisors view workers' workplace attitudes and behaviours similarly to how employees see them. The study's findings suggested that nonstandard workers exhibited more job satisfaction and organisational loyalty than standard employees but perceived worse job performance. Work status had no significant moderating
effect on the relationships between job satisfaction, organisational commitment, and job performance; however, the results of this study indicated that supervisors’ perceptions of nonstandard employees' job satisfaction, organisational commitment, and job performance were quite different than the nonstandard employees' perceptions.

Based on the review above, it is sufficient to infer that employee attitude is closely related to job satisfaction, job engagement, job commitment, organisational justice, job security, and motivation, among other factors. However, there is a dearth of academic publications on the impact of service conditions in Nigerian universities, particularly in Rivers State University. As a result, this study is being conducted to address this scholarly gap.

III. Theoretical Framework
The study is supported by the Herzberg and Maslow theory of motivation. Herzberg’s two-factor theory is a psychological theory on motivation in the workplace developed by psychologist Frederick Herzberg in the 1960s. Herzberg based his two-factor model on psychologist Abraham Maslow’s existing theory of motivation and needs. Maslow’s hierarchy of needs breaks down the needs that human beings seek to satisfy into a variety of categories. Maslow postulated that human beings must satisfy the most essential and basic of these needs before they can seek to fulfill higher-level needs.

Maslow (1943) is of the opinion that within every person, there exists a hierarchy of five needs. Each level of need must be satisfied before an individual pursues the next higher level of need. This means that once the basic level of need is reached, an employee may be encouraged to access the next level. Therefore, to be able to properly motivate an individual, attitude must be given outmost priority. To achieve this, Maslow argued that the physiological needs must be considered first as a means to eventually achieving self-actualization. Frederick Herzberg took some elements from Maslow’s theory and applied them to the workplace. Herzberg’s theory broke down workplace needs into two categories: motivation factors that give employees a sense of satisfaction and hygiene factors that determine the basic level of stability and job security. Herzberg on the other hand argued that though these needs may influence the attitude of an employee, it may be subject to circumstances. Therefore, only by devising effective strategies to manage employees’ attitude that management will be able to achieve the needed benefits of their talents and skills.

IV. Methodology
A descriptive survey design was used in this investigation. As the word implies, a descriptive survey is one in which the researcher collects data from a large sample drawn from a given population and describes certain characteristics of the sample as they exist at the time of the study and are of interest to the researcher, but without manipulating any of the study's independent variables (Nwankwo, 2013). The researcher chose this design because he aims to describe the effect of service conditions on workers' attitudes at Rivers State University without altering any variables. This research involved all teaching and non-teaching personnel at Rivers State University. The Rivers State Government employs 973 non-teaching professionals at Rivers State University (Office of the Registrar, Rivers State University, 2021). A sample of 300 individuals was drawn from this population. This study gathered data from both primary and secondary sources. Primary data were collected by personal observation and a self-created questionnaire, while secondary data came from textbooks, journal publications, student dissertations, and university bulletins. The study's results were gathered using a self-developed questionnaire named 'The Effect of Service Conditions on Employees' Attitudes Questionnaire' (CSEAQ'). The CSEAQ was constructed around a four-point rating scale that assessed the influence of working conditions on employee attitudes. Copies of the instrument were sent to respondents who were not members of the target demographic in order to establish the instrument's dependability. The test-retest approach was used to determine the instrument's dependability. Cronbach Alpha was used to examine the data from the first and second tests, and the reliability index produced was 0.69, indicating that the instrument was rather strong. The researcher distributed copies of the instrument to teaching and non-teaching personnel at Rivers
State University with the assistance of a research assistant who closely tracked the instrument's completion and retrieval. The researcher verified that responders completed all questionnaire parts completely and accurately. To address the study issues, descriptive statistics (Mean and Standard Deviation) were utilised. The statistical analyses were facilitated by the use of the Statistical Package for Social Science (SPSS) Version 25.

V. DATA PRESENTATION AND ANALYSIS

This chapter presented and analysed data based on the objectives of the study stated in chapter one of this study.

Research Question One: What is the effect of leave bonus on employees’ attitude in Rivers State University?

Table 1: Descriptive Statistics on the effect of leave bonus on employees’ attitude in Rivers State University

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<th>S/N</th>
<th>Items</th>
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<td>1</td>
<td>When employers provide adequate leave bonus for staff, it enable the</td>
<td>95</td>
<td>125</td>
<td>62</td>
<td>18</td>
<td>2.99</td>
<td>0.88</td>
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<td>employers put great deal of efforts expected help the organization to</td>
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<td>be successful.</td>
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<td>2</td>
<td>Employees would accept any type of assignment given to them for</td>
<td>125</td>
<td>127</td>
<td>32</td>
<td>16</td>
<td>3.20</td>
<td>0.84</td>
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<td>this organization to strive beyond expectation if leave bonus is</td>
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<td>3</td>
<td>Employees will care about the fate of the organization if they are</td>
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<td>93</td>
<td>31</td>
<td>20</td>
<td>3.28</td>
<td>0.90</td>
<td>Agreed</td>
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<tr>
<td></td>
<td>been provided with leave bonus when needed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I am proud of this organization because the leave bonus is</td>
<td>126</td>
<td>126</td>
<td>31</td>
<td>17</td>
<td>3.20</td>
<td>0.84</td>
<td>Agreed</td>
</tr>
<tr>
<td></td>
<td>satisfactory</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I wish to remain with the institution because of the leave bonus in</td>
<td>123</td>
<td>123</td>
<td>--</td>
<td>54</td>
<td>3.05</td>
<td>1.06</td>
<td>Agreed</td>
</tr>
<tr>
<td></td>
<td>place</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Grand Mean | 3.15 | 0.90 | Agreed |

Table 1 showed the effect of leave bonus on employees’ attitude in Rivers State University. With the mean of 3.15 and 0.90, it was indicated that effect of leave bonus on employees’ attitude in Rivers State University is strongly positive.

Research Question Two: What is the effect of training allowance on employees’ attitude in Rivers State University?
Table 2: Descriptive Statistics on the effect of training allowance on employees’ attitude in Rivers State University

N=300, Criterion=2.5

<table>
<thead>
<tr>
<th>S/N</th>
<th>Items</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Std.</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Training allowance will always enable employees easily enrol for training when such opportunities arise.</td>
<td>94</td>
<td>156</td>
<td>30</td>
<td>20</td>
<td>3.08</td>
<td>0.82</td>
<td>Agreed</td>
</tr>
<tr>
<td>7</td>
<td>I am proud of this institution for her training allowance compared to others</td>
<td>93</td>
<td>94</td>
<td>91</td>
<td>22</td>
<td>2.86</td>
<td>0.94</td>
<td>Agreed</td>
</tr>
<tr>
<td>8</td>
<td>Am ready to give in my time to training because training allowance are been provided</td>
<td>123</td>
<td>91</td>
<td>30</td>
<td>56</td>
<td>2.94</td>
<td>1.12</td>
<td>Agreed</td>
</tr>
<tr>
<td>9</td>
<td>I have a positive attitude towards this institution because of her training allowance</td>
<td>126</td>
<td>94</td>
<td>63</td>
<td>17</td>
<td>3.10</td>
<td>0.92</td>
<td>Agreed</td>
</tr>
<tr>
<td>10</td>
<td>The training allowance of this institution is encouraging to some extent</td>
<td>158</td>
<td>95</td>
<td>31</td>
<td>16</td>
<td>3.32</td>
<td>0.86</td>
<td>Agreed</td>
</tr>
</tbody>
</table>

Grand Mean 3.06 0.93 Agreed

Table 2 showed the effect of training allowance on employees’ attitude in Rivers State University. The mean of 3.06 and standard deviation of 0.93 indicated that the effect of training allowance on employees’ attitude in Rivers State University is strongly positive.

Research Question Three: What is the effect of promotion on employees’ attitude in Rivers State University?

Table 3: Descriptive Statistics on the effect of promotion on employees’ attitude in Rivers State University

N=300, Criterion=2.5

<table>
<thead>
<tr>
<th>S/N</th>
<th>Items</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Std.</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Am pleased with the institution because promotion of staff is timely</td>
<td>181</td>
<td>93</td>
<td>--</td>
<td>26</td>
<td>3.43</td>
<td>0.88</td>
<td>Agreed</td>
</tr>
<tr>
<td>12</td>
<td>Promotion of staff is not based on nepotism, so am satisfied</td>
<td>186</td>
<td>91</td>
<td>23</td>
<td>--</td>
<td>3.47</td>
<td>0.84</td>
<td>Agreed</td>
</tr>
<tr>
<td>13</td>
<td>Not promoting staff on time can cause employees to start misbehaving at work</td>
<td>64</td>
<td>185</td>
<td>31</td>
<td>20</td>
<td>2.98</td>
<td>0.76</td>
<td>Agreed</td>
</tr>
<tr>
<td>14</td>
<td>Promotion based on merit makes employees very happy</td>
<td>157</td>
<td>125</td>
<td>--</td>
<td>18</td>
<td>3.40</td>
<td>0.78</td>
<td>Agreed</td>
</tr>
<tr>
<td>15</td>
<td>Promotion based on merit, competence make employees to work hard</td>
<td>31</td>
<td>251</td>
<td>--</td>
<td>18</td>
<td>2.98</td>
<td>0.59</td>
<td>Agreed</td>
</tr>
</tbody>
</table>

Grand Mean 3.25 0.77 Agreed

Table 3 showed the effect of promotion on employees’ attitude in Rivers State University. The grand mean of 3.25 and standard deviation of 0.77 showed a strong positive effect of promotion on employees’ attitude in Rivers State University.

Research Question Four: What is the effect of working environment on employees’ attitude in Rivers State University?
Table 4: Descriptive Statistics on the effect of working environment on employees’ attitude in Rivers State University

<table>
<thead>
<tr>
<th>S/N</th>
<th>Items</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
<th>Std.</th>
<th>Remark</th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>Employees tend to work more in a conducive environment</td>
<td>157</td>
<td>80</td>
<td>63</td>
<td>--</td>
<td>3.31</td>
<td>0.80</td>
<td>Agreed</td>
</tr>
<tr>
<td>17</td>
<td>The working environment makes me stay longer in the office</td>
<td>186</td>
<td>91</td>
<td>23</td>
<td>--</td>
<td>3.54</td>
<td>0.64</td>
<td>Agreed</td>
</tr>
<tr>
<td>18</td>
<td>No one likes an unconducive working environment</td>
<td>50</td>
<td>151</td>
<td>99</td>
<td>--</td>
<td>2.84</td>
<td>0.69</td>
<td>Agreed</td>
</tr>
<tr>
<td>19</td>
<td>An unconducive working environment is a no for me</td>
<td>97</td>
<td>79</td>
<td>101</td>
<td>23</td>
<td>2.83</td>
<td>0.97</td>
<td>Agreed</td>
</tr>
<tr>
<td>20</td>
<td>The better the working environment the more I put my effort to work</td>
<td>18</td>
<td>138</td>
<td>119</td>
<td>25</td>
<td>2.50</td>
<td>0.73</td>
<td>Agreed</td>
</tr>
</tbody>
</table>

Grand Mean 3.00 0.76 Agreed

Table 4 showed the effect of working on employees’ attitude in Rivers State University. It was indicated that the effect of working on employees’ attitude in Rivers State University is strongly positive.

VI. Discussion of Findings

The first research topic assessed the influence of leave bonuses on the attitudes of employees at Rivers State University. The effect of leave bonuses on employee attitudes at Rivers State University was shown to be very favourable (Mean=3.15, SD=0.90). The current findings are consistent with those of Obisi et al. (2016) and Lee (2017), who discovered that leave bonuses had an effect on staff productivity at the University of Lagos.

The second research topic assessed the influence of training allowances on the attitudes of workers at Rivers State University. The effect of training allowance on workers' attitudes at Rivers State University was shown to be quite favourable (Mean=3.06, SD=0.93). The findings of this study corroborated those of Onyango and Wanyoike (2014), who demonstrated a substantial positive association between training allowance and organisational performance. Additionally, the study's findings conflict with those of Adika (2018), who discovered a substantial influence of training allowance on instructors' performance. Finally, the study validated Chimezie's (2013) findings that a strong association existed between training allowance and employee productivity. In-service training/development has a tremendous impact on an employee's progress and advancement. The research indicated that human capital is the organization's engine and should be well maintained.

The third research question examined the influence of promotion on the attitudes of employees at Rivers State University. The study's findings indicated that promotion had a significant favourable influence on employees' attitudes at Rivers State University. The (Mean=3.25 and Standard deviation=0.77). The current findings corroborate those of Tandika and Ndijuye (2019), who examined "Timely promotion as a motivator for job performance among pre-primary school teachers: Tanzanian observations." Their findings indicated that regardless of urbanisation, teachers' primary responsibility was to ensure children's holistic development, and that fulfilling this role was entirely dependent on timely promotion and other motivating factors such as participation in decision-making, recognition from educational officers, and favourable working conditions for teachers.

The fourth research topic assessed the influence of labour on the attitudes of workers at Rivers State University. It was determined that working had a substantially favourable influence on employees' attitudes at Rivers State University (Mean=3.00, Standard=0.76). The inference is that no one wants to work in an inhospitable atmosphere; nevertheless, when a setting is
favourable to work, people are content and may contribute their ideas. This conclusion is similar with Noah and Steve's (2012) study on 'working environment and job attitude among workers in a Nigerian work organisation,' which revealed a link between respondents' work settings and their job attitudes. Additionally, the work environment was discovered to be socially and physically demanding, resulting in certain unfavourable employee behaviours such as absenteeism, poor dedication, and indifference. Additionally, the study corroborates Inuwa and Abubakar (2017), who demonstrated that the physical work environment has a moderating effect on the positive association between job attitude and employee performance.

VII. Conclusion and Recommendations
In human resource management, the condition of service is a critical component of the hiring process. Employers and workers often expect one another to fulfil certain commitments. While the potential employee is inquiring about his/her job description, he/she is also inquiring about additional benefits accessible to him/her, such as pay or compensation structure, days/times of work, on-the-job training, and welfare packages. On the other side, the employer anticipates from the potential employer, as the case may be, devotion, commitment, and a variety of other characteristics. Anyone who is paid a regular pay or salary by an employer immediately has an employment contract. Although the whole contract need not be in writing, you (the employee) must be provided with a written summary of employment terms. The majority of employees are employed on an indefinite basis. In other words, the contract remains in effect until terminated by either the employer or the employee. Many others, on the other hand, are employed on fixed-term or specific-purpose contracts. The provision made accessible to employees (terms of service) might influence how serious or irresponsible individuals become about their jobs. When the aforementioned is performed over time, it shapes workers' attitudes about work, which can have a beneficial or negative influence on the business. Rivers State University is not an outlier to the aforementioned scenario, and hence it was necessary to evaluate the 'state of service and staff attitude' at Rivers State University. It was shown that leave bonuses, training allowances, a happy work environment, and promotion all had a significant beneficial influence on employees' attitudes at Rivers State University. Based on the findings of the study the following recommendations were stated:

1. Leave bonuses should be offered to employees at Rivers State University. This would allow personnel to spend valuable time with their families while being compensated enough.
2. The Rivers State Government should provide training allowance to the workers of Rivers State University. This will instil a favourable attitude about work among Rivers State University staff, consequently enhancing their productivity.
3. Employees of Rivers State University should be promoted in accordance with approved procedures. This enables them to maintain a favourable attitude toward their career.
4. The Rivers State should develop an enabling work environment for its workers, including proper security and well-equipped workplaces with state-of-the-art amenities. This would encourage them to give their all to their teaching careers.

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