
EMPLOYEES' ATTITUDES AND ORGANIZATIONAL SURVIVAL OF AKWA IBOM STATE POLYTECHNIC

Okon, Enobong Ini (MSc)

Department of Business Administration,
Faculty of Management Science,
Akwa Ibom State University,

Kingsley, Uwa (PhD)

Department of Business Administration,
Faculty of Management Science,
Akwa Ibom State University,

Aaron Akpan (PhD)

Department of Business Administration,
Faculty of Management Science,
Akwa Ibom State University.

ABSTRACT

The study was conducted to examine the relationship between employee attitudes and the survival of Akwa Ibom State Polytechnic, Ikot Osurua. The study had a population of 682 staff drawn from both the academic and non-academic staff of the institution. Out of which 252 samples were selected using Taro Yamane's (1967) formula, Data was gathered through the use of a structured questionnaire administered to the sampled respondents. From data analysis, the study revealed that employees' attitudes have a significant effect on the survival of Akwa Ibom State Polytechnic, Ikot Osurua. Employee commitment and engagement were found to have a positive and significant relationship with the survival of Akwa Ibom State Polytechnic. Employee absenteeism was found to have a significant negative relationship with the survival of Akwa Ibom State Polytechnic. It was concluded that employees attitudes have a significant relationship with organizational survival. Based on the findings, it is recommended that management create a positive work environment that promotes open communication, teamwork, and mutual respect that will assist employees in developing affective commitment in order to improve organizational survival. They should provide employees with decision-making authority and involve them in the decision-making process whenever possible to increase employee skills and knowledge towards achieving organizational survival. Management should manage employees' absenteeism appropriately by identifying the reasons for absenteeism at work and making some strict policies to reduce the absence.

Keywords: Employees' attitudes, Employee commitment, Engagement, Absenteeism, Organizational survival of Akwa Ibom state polytechnic.

Introduction

A keen look at every organization will reveal that man is, over and over again, central to its survival and growth. His level of commitment to work and his subsequent productivity are tied to his attitude, both at work and off it. Therefore, we cannot talk of the survival of the organization without considering one key ingredient that brings it about, which is "attitude". In the current climate of globalization and a dynamic business environment, organizational survival has become one of the major concerns of every manager. Survival encompasses all other objectives of the organization.

To achieve survival, an organization must be profitable, have goodwill and good citizenship, and have improved market share, among other things (Jaja, Gabriel, and Wobodo, 2019). This implies that survival is very crucial and remains one of the key objectives of any organization, without which the business will go into extinction. Osborne and Hammoud (2017) posit that organizational survival is dependent on maximizing profits from existing competences; and achieved through the intelligence, energy, commitment, involvement, creativity, ingenuity, flexibility and adaptability of its employees. These attributes are determined by the attitudes of the employees in the workplace. In other words, organizational survival, or otherwise, draws heavily from employees attitudes.

An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience, that exerts a specific influence on a person's response to people, objects, and situations (Gibson, 2012). It is a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor (Dapena, Thomas, and Lin, 2020). Employees 'attitude describes the way an employee feels inside. This might relate to an employee's feelings toward his employer, his co-workers, the working environment, his assigned duties, and his position within the organization. All employees have attitudes toward their working environment that are shaped by perceptual and cognitive processes. According to Dharmanegara, Sitiari, and Wirayudha (2016), an attitude is composed of three parts: an affective, a cognitive, and a behavioral component. The affective component includes feelings, values, and emotional states; the cognitive component is made up of beliefs concerning whether something is true or false; and, lastly, the behavioral component is comprised of intentions and the decision to act. From this perspective, organizational environments (objects, people, and processes) are what stimulate employees' behaviors towards the organization, either in favor of or against the organization.

As noted by Gibson (2012), employees' work-related attitudes could be positive or negative. These positive and negative employee attitudes affect employees productivity and performance differently in organizations. A positive attitude refers to having a positive mindset and thinking about the greater good, irrespective of the situation on the ground. Positive attitudes are excellent and contagious. Everyone feels like teammates; effort is collective, and everyone's ideas are valued and welcomed. A positive attitude gives the impression that everything is achievable. Colleagues support each other and work in tandem to achieve organizational goals. Positive employees' attitudes lead to numerous other positive outcomes, such as improved morale, willingness to be creative and attempt new things, willingness to share ideas and information, ability to overcome challenges, a greater probability of teamwork and collaboration, better customer service, low employee turnover, and increased productivity.

Negative attitudes, however, are counterproductive and would always have a profound adverse impact on an organization's morale. These include dull performance, unwillingness to be a team player or collaborate, being creative and attempting new things, reduced energy levels, a dismal outlook, depressed feelings, reduced quality of job output, low customer engagement, and difficulty overcoming obstacles. A negative attitude breeds contempt and creates a situation of low motivation to make an effort to achieve success, distrust among teammates, and employees merely struggling to complete their work hours rather than flourishing, taking the initiative, and succeeding. All these will drag down the morale of co-workers and create stress for fellow workers.

Organizational survival has become a major concern for most organizations, especially in the face of a fiercely competitive business environment. Organizational survival refers to the ability or state of continuing to live or exist, often despite difficulties, challenges, or danger. In other words, survival could be viewed as non-failure. An organization fails when it cannot withstand the challenges or threats posed by its competition or its environment. Work-related attitudes that could impact organization survival include employees' commitment, employees' job satisfaction, employee engagement, employee absenteeism, employee lateness, and employee theft. Each of these attitudes plays a unique role in influencing employees' behavior in the organization.

In order to attain their goals and objectives of profitability, growth, and survival, organizations are expected to ascertain ways to manage their employees' attitudes for the purpose of achieving positive outcomes in their operations, which could be described as an improvement in productivity. It is worth noting that Akwa Ibom State Polytechnic, Ikot Osurua, is a service-oriented public sector organization, employing a high number of human resources with varied skills and with the objective of fulfilling its going concern assumption. It therefore becomes imperative to carry out a study to explore employee attitudes and how they influence the organization's survival.

Statement of the Problem

Growth and survival have been the ultimate desires of every organization. However, increased neglect of issues that bother the attitudes of staff has continuously threatened the survival of many organizations in Nigeria, including Akwa Ibom State Polytechnic, Ikot Osurua. This implies that there is a need for the organizations to be mindful of the strategies to adopt to ensure the growth of positive attitudes among the staff of the institution. Individual disposition and sabotage are at the center of this display of attitudes. Some are displayed as actions, while others are in the form of negligence. Prominent of these employee attitudes are, but are not limited to, job satisfaction, employee engagement, employee commitment, employee absenteeism, employee lateness, and employee theft.

All aspects of the institution must be functional to ensure the effective implementation of strategies. This instance lays emphasis on effectiveness—that systems and processes in the organization be applied in the right way to the right things—to achieve results. Across the globe, institutions are winding up, and some are failing in their delivery due to their inability to stand this high competition with other institutions. The inability of these firms or institutions to realize the attitudes of their employees that are detrimental to their goals attainment has contributed to the inefficiency of these organizations. In most cases, the employees' attitudes in the organization affect their performance and survival, often without the consciousness of the employees themselves.

Employees with negative attitudes can ruin and derail the profitability, growth, and survival of organizations. While attitude predictor factors like commitment, loyalty, motivation, and engagement, among others, could improve performances and guarantee survival, negative attitudes such as lateness to work, absenteeism, laziness, theft, and so on, could lead to poor organizational performance. Thus, positive employees' attitudes create value for the firm and promote organizational survival.

However, in the Nigerian context, there is scanty empirical evidence on how organizational survival is improved by employees' attitudes, while the few available studies have only focused on the manufacturing sector with little or no attention given to educational institutions. Thus, it is based on this that the study seeks to investigate the effect of employee attitudes on the organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua.

Objectives of the Study

The main objective of this study was to examine the relationship between employees' attitudes and organizational survival of Akwa Ibom State polytechnic. The specific objectives were to:

1. Examine the relationship between employees' commitment and organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua
2. Evaluate the relationship between employees' engagement and organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua.
3. Investigate the relationship between employees' absenteeism and organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua.

Research Questions

The following research questions were raised:

1. What is the relationship between employees' commitment and organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua?
2. How does employees' engagement relate to organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua?
3. What is the relationship between employees' absenteeism and organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua?

Hypotheses of the Study

For the purpose of achieving the objectives of the study, the following null hypotheses will be formulated to guide the study:

Ho₁: There is no significant relationship between employees' commitment and organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua.

Ho₃: There is no significant relationship between employees' engagement organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua

Ho₄: There is no significant relationship between employees' absenteeism and organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua.

Significance of the Study

Human resources have been identified as the most valuable assets and the drivers of competitive advantage for any organization (Govaerts *et al.*, 2011). Also, employees' attitudes are believed to play an important role in influencing employee and organizational performance and survival. A study on employees' attitudes and the organizational survival of

Akwa Ibom State Polytechnic, Ikot Osurua, would assist the management of the institution in raising productivity.

Also, it will help employees develop positive attitudes towards their assignments in the organization, which will in turn lead to improvements in the performance of the organization as well as economic growth. A positive attitude among employees could lead to stability in the educational sector as well as growth and stability in the country. This study is expected to provide useful insight to the government, management, and labor unions on how to develop and improve employees' attitudes. Future research stands to benefit immensely from the study results, as it is expected to widen existing literature on employees' attitudes and organizational performance and survival.

Scope of the Study

The study covered employees' attitudes and organizational survival; as such, the content scope of the study covered measures of employees attitudes, which include employees' commitment, employees' job satisfaction, employees' engagement, employee absenteeism, employee lateness, and employee theft. In terms of unit/analytical scope, the individuals that will be considered a sample size for the study are the academic and non-academic staff of the polytechnic.

Geographically, it will be explicitly conducted at Akwa Ibom State Polytechnic, Ikot Osurua; hence, generalizations based on the results of this study should be done with care. Nevertheless, since Akwa Ibom State Polytechnic, Ikot Osurua, shares almost similar characteristics with other tertiary institutions in the country, it is believed that similar studies on other tertiary institutions might not give a different result.

Limitations of the Study

A structured questionnaire that was adapted from different sources was used to elicit responses from the respondents. As such, the results of this study were limited to the truthfulness of the responses of the respondents. The study is limited to Akwa Ibom State Polytechnic, Ikot Osurua, because of time and financial costs. Also, the major limitation of the study was the difficulty in getting respondents to complete the questionnaire. However, the retrieved questionnaire from the selected respondents was used to analyze the relationship between the dependent and independent variables. Nevertheless, the retrieved questionnaires were adequate to provide a good result on the effect of employee attitudes on organizational survival, so the findings of this study cannot be generalized.

LITERATURE REVIEW

This section provides a thorough understanding of how employee attitudes in organizations enhance the survival of the organization. The chapter was discussed under conceptual review, where different concepts relating to employee attitudes and organizational survival will be discussed; theoretical review, where different theories that link employee attitudes to organizational survival will be discussed; and empirical review of related literature.

Conceptual Framework

In this section, conceptual issues relating to employee attitudes, types of employee attitudes, determinants of employee attitudes, and the relationship between employee attitudes and organizational survival were reviewed and discussed.

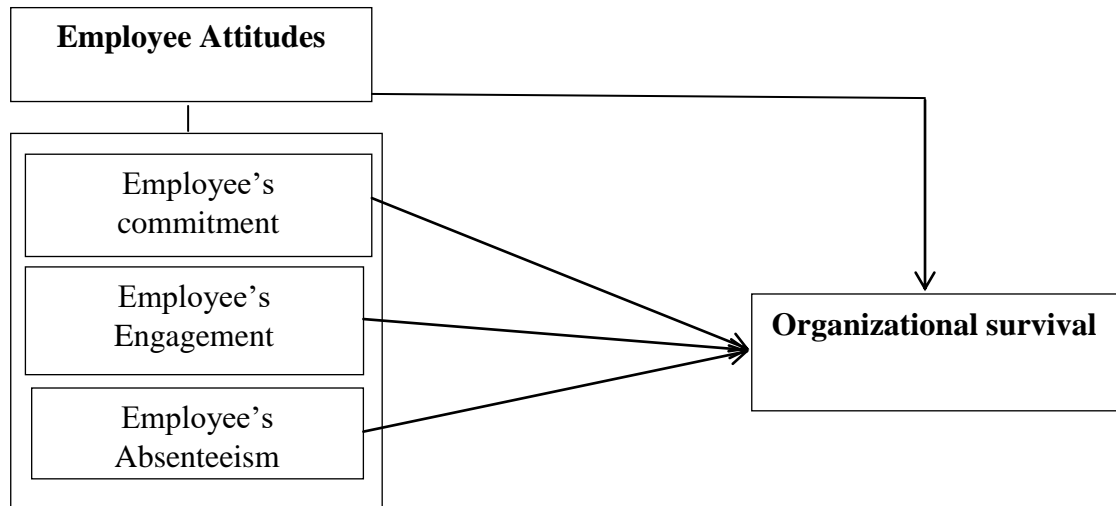


Figure 2.1: Conceptual Model of Employees Attitude and Organizational Survival
Source: Researcher model, 2023

Concept of Employees' Attitude

Employees' attitude is simply the behavior of employees in an organization. It refers to the feelings that workers in an organization have toward different aspects of the work environment (Aries and Rizqi, 2013). It is a term often used as an umbrella expression covering such concepts as preferences, feelings, emotions, beliefs, expectations, Judgments, appraisals, values, principles, opinions, and intentions (Onikoyi, Awolusi, and Ayodeji, 2015). An employee's attitude is defined as evaluative statements that can be either favorable or unfavorable concerning objects, people, or events. They reflect how one feels about something. Attitude plays an enormous role in determining the behavior of employees and their job satisfaction. When employees are happy, they usually put in their best work. This improves the quality of their work. Attitude and job satisfaction may not fall completely on the management but also on the employees. If employees enjoy their work, they will not need external motivation from management; instead, the satisfaction they attain from completing their work will motivate them.

An attitude can also be a positive or negative feeling or mental state of readiness learned and organized through experience that exerts a specific influence on a person's response to people, objects, and situations. To managers, the definition of attitude has certain implications. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide the emotional basis of one's interpersonal relations and identification with others. And fourth, attitudes are organized and are close to the core of personality. Some attitudes are persistent and enduring, yet, like each of the psychological variables, attitudes are subject to change. In line with Akn and Okumuş (2020), attitudes are reasonably good predictors of behaviors. They provide clues to an employee's behavioral intentions or inclinations to act in a certain way. Positive job attitudes

help to predict constructive behaviours, negative job attitude help to predict undesirable behaviours. Attitude plays an important role in employee behavior, and it cannot be observed directly because it is a mental position. Managers must try to determine it through research measures. Employees with a positive attitude tend to assist the organization in achieving the desired goals. Poor attitudes among employees are linked to low organizational performance. Negative employees' attitudes will lead to poor cooperative performance, resulting in failure to achieve the desired level of organizational performance.

Employees' Commitment

In today's competitive business environment, no organization can achieve its set goals and objectives if its employees are not committed to them. The competitive advantage of organizations and their superior performance may be based precisely on the commitment of the employees that make up those organizations (Akintayo, 2011). In short, employees' commitment to the organization has potentially serious consequences for overall organizational performance (Irefin and Mechanic, 2014). According to Akintayo (2011), employees' commitment is the degree to which they feel devoted to their organization. Employees' commitment is an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Tenney *et al.* (2016) describe employee commitment as simply employees' attitudes toward organizations.

Commitment is not only a human relations concept but also involves generating human energy and activating the human mind. To him, it is the degree or extent to which the workers of a given organization are bound both intellectually and emotionally to the organization. Employee commitment often stems from personal satisfaction. Without commitment, the implementation of new ideas and initiatives will be compromised. When employees are dissatisfied at work, they are less committed and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally withdraw from the organization. Thus, organizational commitment is an important attitude in assessing employees' intentions to quit and their overall contribution to the organization.

Lee (2017) identified three dimensions of organizational commitment: affective commitment, continuance commitment, and normative commitment. According to Porter, Lyman, Steers, Mowday, and Boulian (1974), three dimensions of organizational commitment include: (a) the belief in the organizational goal and value acceptance; (b) the willingness to pursue the organizational benefit; and (c) the intensive desire for organizational position maintenance.

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals. Mathew and Shepherd (2002) further characterized affective commitment by three factors: (1) "belief in and acceptance of the organization's goals and values; (2) a willingness to focus effort on helping the organization achieve its goals; and (3) a desire to maintain organizational membership". Lee (2017) also further stated that affective communication is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal".

Continuance commitment is the willingness to remain in an organization because of the investment that the employee has in "non-transferable" investments. Non-transferable investments include things such as retirement, relationships with other employees, or things that are special to the organization. Lee (2017) further explains that employees who share a

continuance commitment with their employer often make it very difficult for an employee to leave the organization.

Normative commitment is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. Tenney, Poole, and Diener (2016) supported this type of commitment prior to Bolon's definition, with their definition of normative commitment being a feeling of obligation. It is argued that normative commitment is only natural due to the way we are raised in society. Normative commitment can be explained by other commitments such as marriage, family, religion, etc. Therefore, when it comes to one's commitment to their place of employment, they often feel like they have a moral obligation to the organization. Paluku (2016) says that the three types of commitment are psychological states that either characterize the employee's 'relationship with the organization or have implications that affect whether the employee will continue with the organization. Since committed employees contribute positively to organizational growth and survival, this study expects a positive relationship between employees' commitment and organizational survival at Akwa Ibom State Polytechnic, Ikot Osura.

Employees' Engagement

Employee engagement is integral to successful organizations. Engaged employees are satisfied and feel a sense of attachment to their job and employer. They promote the very best of the organization to their friends and family and work towards its success. Employee engagement is the extent to which employees put discretionary effort into their work, in the form of extra time, brain power, and energy (Rahmati and Izadpanah, 2021). Engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and able at the same time to enhance their own sense of well-being.

Engagement as a positive attitude toward the job and distinguished it from both job satisfaction and commitment. Engagement is more temporary and volatile than commitment. It is all about passion and commitment. It is the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which goes beyond simple satisfaction with the employment arrangement or basic loyalty to the employer. Thus, the complete equation of engagement is obtained by aligning maximum job satisfaction with maximum job contribution (Sharma and Krishnan, 2012). Abdalkrim and Elhaim (2016) defined employee engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

Actively disengaged employees are more or less out to damage their company. They monopolize managers' time, have more on-the-job accidents, account for more quality defects, contribute to "shrinkage," as theft is called, are sicker, miss more days, and quit at a higher rate than engaged employees do. Whatever the engaged do, such as solving problems, innovating, and creating new customers, the actively disengaged try to undo. On the other hand, engaged employees are the best colleagues. Modern organizations, especially those in the service sector, need employees who are engaged in their work, who are more proactive, take more initiative, and give the best quality of service to their customers. Hence, it is the expectation of this study that employees' engagement will have a positive correlation with organizational survival at Akwa Ibom State Polytechnic, Ikot Osura.

Employees' Absenteeism

Absenteeism is a habitual pattern of absence from a duty or obligation. Erengwa, Nwuche, and Anyanwu (2017) described absenteeism in their research as the non-attendance of employees for scheduled work. Absenteeism is any failure of an employee to report for or remain at work as scheduled, regardless of reason, which expresses a monitoring implication. Tenney *et al.* (2016) defined absenteeism as the absence of workers from regular work without prior permission. Excessive absenteeism involves a considerable loss to the enterprise because work schedules are upset and delayed, and management has to give overtime wages to meet the delivery dates. The rates of overtime wages are double the normal rates of wages.

The impact of absenteeism on firms or even a nation's economy is enormous, taking account of the costs associated with it. When an employee is absent from work, this can have a number of generic effects on company output. While the only disadvantages to the employee of not returning to work are possible loss of pay and disciplinary actions, the coworker will immediately bear a large portion of the responsibility for the absence. Coworkers will be saddled with a large amount of work to keep up with the loss in company productivity, and this may lead to an increase in overtime and the cost that comes with it. The company may also experience an increase in accidents that could occur due to coworkers being confronted with unfamiliar machines or sets of job activities. This increase in labor for coworkers will affect the entire work group. With the adverse effect of absenteeism on organizational performance and survival, the priority expectation for this variable is that employees' absenteeism will have a negative relationship with organizational survival.

Organizational Survival

Contemporary organizations are faced with an array of complexities, coupled with the dynamic nature of the business environment as well as the effects of globalization at the workplace. These complexities are sometimes within and outside the control of managers or organizational leaders. Organizations interact with both internal and external environments, and these environments influence their existence. Thus, organizations are social systems that interact to achieve predetermined goals such as survival, goodwill, good citizenship, profitability, and improved market share, among others (Jaja, Gabriel, and Wobodo, 2019). Organizational survival reinforces all other objectives; its achievement adds to the fulfillment and application of other organizational objectives (Chiezey and Onu, 2013). This implies that survival is very crucial and remains one of the key objectives of any organization, without which the business will go into extinction.

Osborne and Hammoud (2017) posit that corporate survival is dependent on maximizing profits from existing competences, which is achieved through dedicated, committed, engaged, and motivated employees who influence the success of any organization (Laila, Iqbal, and Rasheed, 2019). Buttressing this view, Kortmann, Gelhard, Zimmermann, and Piller (2014) opined that managers or organizational leaders must ensure the engagement of dedicated and motivated employees that will work diligently towards achieving and sustaining profitability. To achieve this, managers are devising strategies to improve performance and ensure survival amidst all the disturbances encountered in the organization. The responsibility of achieving competitive advantage does not rest on the managers or leaders alone, but on the employees (Olughor and Oke, 2014). According to Agoi (2015), human beings are vital to the success and survival of any organization, and this is accomplished through employees with positive

attitudes who render excellent service to customers. Therefore, efforts should be made to get employees with the right attitudes and draw the necessary inputs to the organization's advantage.

Employees' Commitment and Organizational Survival

Employees' commitment is the degree to which they feel devoted to their organization. Employees' commitment is an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. According to Akintayo (2011), employee commitment seems to be a crucial factor in achieving organizational success and survival. Committed employees see themselves as an integral part of the organization. Anything that threatens the organization is an imminent danger to them as well. Such employees become creatively involved in the organization's mission and values and constantly think about ways to do their jobs better. In essence, committed employees work for the organization as if it were their own. Thus, Employees who are committed to their respective organizations are more likely not only to remain with the organization but are also likely to exert more efforts on behalf of the organization and work towards its success, and therefore are also likely to exhibit better performance than uncommitted employees. Employee commitment can benefit organizations in a number of ways, such as by improving performance, reducing absenteeism, and reducing turnover, thereby resulting in sustained productivity and organizational survival.

According to Arturo L. Tolentino (2004), Sustained productivity improvement depends on the enterprise's human capital (the skills, knowledge, competencies, and attitudes that reside in the individual employee of the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork, etc.) among these individuals. A committed employee is perceived to be one who stays with the organization even in turbulent times, attends work regularly, protects the company's assets, and shares the company's goal. Therefore, it is evident that, for organizational survival, employee commitment is an important factor.

Employee Engagement and Organizational Survival

Employee engagement is the extent to which employees put discretionary effort into their work, in the form of extra time, brain power, and energy (Rahmati and Izadpanah, 2021). In general, employees who are engaged with their job are more productive because they are motivated beyond personal factors. They are more focused and motivated than their disengaged counterparts. This means they work more efficiently and with the success of the organization in mind. Research consistently shows that low levels of employee engagement are detrimental to performance. There is an assumption held by many scholars and managers that if employees are adequately informed about matters concerning them and are afforded the opportunity to make decisions relevant to their work, then there will be benefits for both the organization and the individual.

Not only does high employee engagement increase focus and efficiency, but it also decreases rates of absenteeism. Because engaged employees care about what they do, they recognize the importance of their effort in contributing to the success of their employer. Furthermore, engaged employees are more likely to use their initiative to suggest and implement improvements to safety systems. Their engagement gives them a greater sense of ownership in their role and increases the chance of them taking on the responsibility to act on potential

problems. Consequently, without committed and dedicated employees, an organization cannot achieve a competitive advantage, but through engaged employees, the organization is said to achieve survival, so employee engagement predicts organizational survival.

Employees' Absenteeism and Organizational Survival

Erengwa, Nwuche and Anyanwu (2017) described absenteeism in their research as the non-attendance of employees for scheduled work. Absenteeism is any failure of an employee to report for or remain at work as scheduled, regardless of reason, expresses a monetary implication. Tenney *et al.* (2016) defined absenteeism as absence of workers from the regular work without prior permission. In the increasingly competitive and challenging environment within which organizations operate today, absenteeism is a complex issue. Resulting from absenteeism, businesses are faced with impeded productivity, inefficient service delivery, and reduced performance, thereby negatively affecting sustainability and survival. Absenteeism is, therefore, a significant concern in the field of human resource management. Several researches have been conducted on the relationship between employee absenteeism and organizational survival. However, the outcomes of these researches remain a contentious issue amongst researchers in the field of management.

Theoretical Review

From prior studies, several theories, such as the Tripartite Model of Attitude (TMA) by Rosenberg and Hovland (1960), the Theory of Planned Behavior (TPB) by Ajzen and Fishbein (1975), and the Social Cognitive Theory (SCT) by Bandura (1977), have been used to provide theoretical bases for employees' attitudes and organizational survival. However, the Tripartite Model of Attitude and the Theory of Planned Behavior are considered most appropriate for this study and will be reviewed accordingly. Specifically, this study is anchored on the Tripartite Model of Attitude.

Tripartite Model of Attitude (TMA): Rosenberg and Hovland (1960)

The Tripartite Model of Attitude was developed by Rosenberg and Hovland (1960). The model describes attitude as consisting of three components: cognitive, affective, and conative. The cognitive component of attitudes refers to the beliefs, thoughts, and attributes that the employees have towards the organization. Employees' beliefs and thoughts influence their behavior and attitudes towards the organization. The second component of the Tripartite Model of Attitude is the affective component, which is a psychological state of liking (Abdalkarim, 2016; Martn-Santana and Cabrera-Suárez, 2020; Rahman *et al.*, 2020). The feelings that employees have towards the organizations influence their attitudes and behaviors in the organizations. Employees who have a strong attachment in terms of feelings and emotions toward their organization will also likely be working for that organization for the long term.

Affection is also derived from the attitude-behavior theory, which describes the liking or favoring emotion that leads to behavioral action among employees towards their organizational performance. The third component of attitude is the conative component, which is action taken by an individual. Conative, a psychological state of intention to act, is another sub-dimension of attitude characterized by volition or self-activation towards a goal (Chareonwongsak, 2017). Kaiser (2019) identified the tripartite model as a preferable explanation for portraying individual attitudes. This has also been empirically validated by

Connor, Breen, Watts, James, and Goodridge (2019). Akin and Okumuş (2020) have also employed the Tripartite Model in analyzing attitudes since it has played a crucial role in attitude phenomena because all of the components are entirely independent and can be coded differently. Thus, the management can apply the strategy that fits the attitude components. Without a positive attitude, skills and experiences will not be utilized. To sum up, previous research has indicated that attitude plays a vital role in determining organizational effectiveness and survival.

Theory of Planned Behavior (TPB) by Ajzen and Fishbein (1975)

The Theory of Planned Behavior (TPB) was developed by Ajzen and Fishbein in 1975 with the objective of trying to understand and predict what influences an individual's behavior and what strategies need to be used to influence change in a target behavior (Fishbein and Ajzen, 1975). According to the TPB, an individual's decision to perform or not to perform a behavior is based on her or his salient beliefs relevant to the behavior. These salient beliefs are considered to be the prevailing determinants of a person's intentions and actions. Three types of belief constructs lay at the foundation of TPB: behavioral, normative, and control beliefs. According to the theory, the direct measures, attitudes toward the behavior, subjective norms, and PBC are based on corresponding sets of beliefs that eventually guide the intention and performance of the behavior.

According to the TPB, the relationship between attitude and behavior will be strongest when both are measured to the same degree of specificity with respect to each element (Ajzen and Fishbein, 2005). Hence, a behavior consists of the following elements: an action performed toward a goal or on an object, in a specific setting, at a specified time or event. The TPB is based on cognitive processing, which distinguishes it from affective processing models. Researchers point out that it is useful to make a distinction between "evaluative and affective judgments" (Ajzen and Timko, 1986). Some attitude-behavior researchers have claimed that the TPB overlooks emotional variables, such as fear and other negative (or positive) feelings, because attitude and perceived behavioral control in the TPB are based on cognitive beliefs. Other researchers have suggested that both the social-normative items and the belief items are likely to reflect some affective components.

Empirical Review

Chun-Chang, Sheng-Hsiung, and Chen-Yi (2012) carried out a study on factors affecting the turnover intention of hotel employees. The researcher made use of linear structural modeling in exploring the factors that affect the turnover intention of hotel employees in Taiwan. A total of 400 questionnaires were distributed to the hotel employees. The data obtained were analyzed using the Pearson moment correlation coefficient and correlation matrix. Findings of the study revealed that job satisfaction and salary level had no direct effect on turnover intention; however, higher salary levels, higher levels of job satisfaction, and higher levels of organizational commitment will lead to lower turnover intention.

Balakrishnan, Masthan, and Chandra (2013) carried out a study on employee retention through employee engagement: A Study at an Indian International Airport. A total of 185 employees were chosen based on random sampling for the study. Data were collected through a questionnaire, and a paired t-test was used to analyze the data. Findings from the study revealed that employee retention could be improved by increasing the level of employee engagement and focusing on a few non-financial drivers.

Chiezey and Onu's (2013) study evaluated the impact of fraud and fraudulent practices on the performance of banks in Nigeria within the period 2001–2011 with the sole aim of ascertaining whether fraud and fraudulent activities have any effect on bank performance in Nigeria. The data obtained were analyzed using the Pearson moment correlation coefficient and correlation matrix. The result of the analysis revealed that fraud inflicted severe financial difficulty on banks and their customers as well as depletion of shareholders' funds by way of: (a) Dividend pay-out; (b) Availability of loanable funds; and (c) Transfer costs to society.

Prabhu (2013) carried out a study with the aim of identifying factors that result in employees' absenteeism in an organization, which may help the company manager develop and identify attitudes among employees for minimizing absenteeism. Data for the study was collected from 100 steel manufacturing firm organizations using a random or chance sampling method. The data was subjected to simple percentage analysis for demographic variables and a chi-square test for employee absenteeism. The results indicated an inverse relationship between absenteeism and productivity. The results also indicated the necessity of providing feedback on employees' performance. A good interpersonal relationship for the smooth functioning of organizational activities should be maintained. High rates of employee absence may signal weak labor-management relations and low productivity.

Igbaekemen and Idowu (2014) also investigated the impact of organizational commitment on employees' productivity using Nigeria Brewery, PLC. The result of the hypothesis testing using Chi-square showed that organizational commitment to employees has a significant impact on employee performance. That employee commitment to their organization was significant to the organization's productivity. Organizational motivational measures will have a significant effect on employee productivity because they will boost employee morale.

Agoi (2015) examined the effect of work engagement on employee turnover intention in the Kenyan public Sector. The study was anchored on the theories of reasoned action and planned behavior. An exploratory research design was used for the study. The target population was managers from public institutions. A questionnaire was used as a tool for data collection, and the data were analyzed using descriptive statistics. Pearson correlations and multiple regressions were used in testing the formulated hypotheses. The findings of the study indicated a significant negative effect of dedication and absorption on turnover intention.

Nwinyokpugi (2015) carried out research on employee engagement and workplace Harmony in the Rivers State Civil Service. From 10 ministries in the Rivers State Civil Service, Nigeria, 400 employees were randomly selected. A structured questionnaire was used for the purpose of data collection, and the collected data were tested using the Pearson Product Moment Correlation. The findings revealed that a significant relationship existed between the variables of employee engagement and workplace harmony in the studied sector.

Onikoyi, Awolusi, and Ayodeji (2015) investigated the effect of absenteeism on corporate performance and found that absenteeism reduces an organization's productivity, profitability, quality service delivery, and promptness in satisfying customers' needs. The study established a negative relationship between absenteeism and organizational performance and suggested that effective human resources management could reduce absenteeism in the organization and lead to an improvement in the level of productivity, organizational effectiveness, efficient service delivery, profitability, and overall organizational survival.

Otieno, Waiganjo, and Njeru (2015) investigated the effect of employee engagement on organizational performance in Kenya's horticultural sector. A cross-sectional survey research design and stratified sampling technique were used for the study. Questionnaires were used as instruments for data collection. Inferential statistics such as correlation and regression analysis were used to test the relationship that existed between the variables under study. Findings from the study revealed that employee engagement was significant. The study concluded that employee engagement is a major determinant of organizational performance in the horticultural sector in Kenya.

Bandula and Lakmini (2016) examined the influence of employee commitment on the job performance of leasing companies in Sri Lanka. Employee commitment was measured in terms of affective commitment, normative commitment, and continuance commitment. The Data analysis using SPSS software revealed that employee commitment is significantly correlated with job performance. The study further showed that continuance commitment was the most affected element of employee commitment to job performance. Finally, this study can conclude that employee commitment has significantly impacted job performance and that there is a positive relationship between employee commitment and job performance.

Paluku (2016) carried out a study on employee engagement and organizational performance of retail enterprises in Wobulenzi-Luweero City, Uganda. The study measured employee engagement in relation to organizational performance, focusing on non-financial factors. Correlational research design and purposive sampling technique was used. For the purpose of data collection, a questionnaire was used, and the data was analyzed using descriptive and inferential statistics. The person-product-moment correlation coefficient was used in testing the formulated hypothesis. Findings revealed that retail employee engagement and job satisfaction were very high in the selected retailing enterprises.

Rahman (2016) carried out a study on the causes of absenteeism among employees in retail textile shops in India. Using a convenience sampling technique, the study administered a questionnaire to 300 respondents in the textile sector. The study found absenteeism to be a major obstacle to retail sector growth and development and recommended that periodic intervention and training programs, including some welfare training programs, sponsorship for education, better amenities, enhanced facilities, and healthy food, could produce better results in curtailing absenteeism and eventual attrition of employees.

Singh *et al.* (2016) studied the impact of absenteeism on the organizational performance of a private security company in Durban. The study, which focused on understanding the negative result of absenteeism in the workplace and extensively sought to provide insight into the causes of absenteeism, found that absenteeism negatively affects organizational performance. The study adopted a desk research approach to investigate the influence of absenteeism on organizational performance. The study suggested that strategies be deployed by management to reduce absenteeism and promote attendance in the workplace.

METHODOLOGY

Research Design: A survey research design was employed in this study. This research design involves the use of a structured questionnaire and interview to gather information from the respondents. The research design is suitable for this study since all the data used in the study was sourced from the primary source.

Population of the Study: The focus of this study is Akwa Ibom State Polytechnic, Ikot Osurua. The entire staff of the Polytechnic, consisting of both the teaching and non-teaching staff, will constitute the population of the study. Records from the establishment show that there are 249 teaching and 433 non-teaching staff spread across five schools. This is summarized in Table 1.

Table 1: Breakdown of the Population of the Study

S/N	Schools	Teaching	Non-Teaching	Total
1.	School of Business management	55	88	143
2.	School of Applied science	45	88	133
3.	School of communication Art	52	89	141
4.	School of Environmental	43	87	130
5.	School of Engineering	54	81	135
Total		249	433	682

Source: Researcher's Compilation (2023)

Therefore, the population of the study was 682 staff of the institution.

Sample and Sampling Technique: The sample size for this study was selected using the Taro Yamane formula for sample size estimation. This formula was chosen because of its simplicity and extensive application as a sampling technique. According to Yamane (1967), the sample size from a population can be determined using the formula:
$$n = N / [1 + (N (e)^2)],$$

Where: n stands for the sample size,

N stands for the population under study,

e stands for the error limit (at 0.05 level of significance) and 1 is a constant

$$n = N / [1 + (N (e)^2)]$$

$$n = 682 / [1 + 682 (e)^2] = 252$$

Sources and Nature of Data

The study depended entirely on primary data. The primary data were obtained from structured questionnaires that were administered to the sampled respondents. The questionnaire, which contains closed-ended questions, was administered to both the teaching and non-teaching staff of Akwa Ibom State Polytechnic, Ikot Osurua. The study questionnaire was divided into seven sections. Section (i) consists of demographic details of the respondents; Section (ii) consists of questions on employee's commitment and organizational survival; Section (iii) contains questions on employee's job satisfaction; Section (iv) focuses on employee's engagement; Section (v) consists of questions on employee's absenteeism; Section (vi) consists of questions on employee's lateness; and Section (vii) focuses on employee's thefts. A Likert Scale of five levels (strongly disagree, disagree, neutral, agree, and strongly agree) was adapted to rate the responses.

Validation of the Instrument

According to Salah (2016), a research instrument is said to be valid if it measures what it is intended to measure and accurately achieves the purpose for which it was designed. To ensure the validity of the research instrument in this study, content validity was adopted. The questionnaire was given to the researcher's supervisor, co-supervisor, and two other senior lecturers of the Department of Business Management, Akwa Ibom State University, for professional judgment, evaluation, and recommendations. This was done to ensure that the instrument was adequately reviewed and that the content was capable of achieving the research objectives.

Reliability of the Instrument

To establish the reliability of the instrument, 60 copies of the research instrument were administered to 60 employees at Akwa Ibom State Polytechnic in the study area. The reliability of the instrument was established using Cronbach's alpha method of reliability testing. The computation was presented in Table 2.

Table 2: Reliability Test

Variables	Number of Items	Cronbach's Alpha Statistics
EC	4	0.941
EE	4	0.982
EA	4	0.981
OS	4	0.979

Source: Researcher's Computation (2023)

From Table 2, it was observed that the Cronbach's Alpha Statistics indicated that the data collected for each of the variables of Employees' Commitment (EC), Employees' Job Satisfaction (EJS), Employees' Engagement (EE), Employees' Absenteeism (EA), Employees' Lateness (EL), Employees' Theft (ET), and Organizational Survival (OS) were all greater than sixty percent (60%), which showed that they were all reliable for this study. EC had 94.1%, EE had 98.2%, EA had 98.1, and OS had 97.9%. The number of items showed that the number of questions in each of the variables was four (4). Thus, other analyses can be conducted on the sourced data.

Data Analysis Techniques

Data generated from the questionnaire were tabulated using frequency distribution tables and analyzed using simple percentage techniques through the formula:

$$\% = f/n (100)$$

Where: f = frequency of response to each question

n = the number of respondents

In testing the formulated hypotheses, Pearson Product Moment Correlation (r) was adopted. This was computed using the Statistical Package for Social Sciences (SPSS).

Data Analysis, Results, AND Discussion

In this section of the study, the essential data collected and computed in line with the critical variables of the study were presented, analyzed, and interpreted in accordance with the stated techniques of analysis in this study. These were organized as follows: The collected data were strictly on the key variables of the study known as Organizational Survival (OS), employee Commitment (EC), employee Engagement (EE), and employee Absenteeism (EA). The computed data for the regression analysis were based on the opinions of the respondents collected using a questionnaire. The dependent variable of the study was Organizational Survival (OS), while the independent variable was Employees' attitude, represented by EC, EJS, EE, and EA. The analyses of the data collected were as follows:

Table 3: Distribution of Questionnaire/Response Rate

Categories	Frequency	Percentage %
Copies of questionnaire administered	252	100
Copies of questionnaire filled and returned	200	79
Copies of questionnaire not returned	52	21

Source: Researcher's Field Survey, 2023

From Table 3, it was observed that two hundred and fifty-two (252) questionnaires were issued to respondents, but only two hundred (200) copies were retrieved. The two hundred copies of the questionnaire retrieved represented 79% of the total questionnaire issued.

Table 4: Demographic Characteristics of Respondents

Variables	Characteristics	Frequency	Percentage (%)
Sex	Male	104	52
	Female	96	48
	Total	200	100
Age	15-25years	24	12
	26-35years	50	12
	36-45years	64	32
	46-55years	34	17
	Above 55 years	28	14
	Total	200	100
Marital Status	Married	128	64
	Single	34	17
	Widow(er)	24	12
	Separated	8	4
	Total	200	100
Level of Education	Diploma	50	25
	Bachelor's Degree	78	39
	Masters	64	32
	Others	8	4
	Total	200	100
Your position in the organisation	Junior Staff	70	35
	Senior Staff	62	31
	Middle-level management	44	22
	Top-level manager	24	12
	Total	200	100

Length of service in the Organization (years)	1 – 5 years	44	22
	5 – 10 years	62	31
	Above 10 years	94	47
	Total	200	100

Source: Field Survey (2023)

From Table 4, 104 respondents (52%) were male and 96 (48%) were female, showing that most of the respondents were male. This implies that the majority of the people who work at Akwa Ibom State Polytechnic, Ikot Osurua, are male. With respect to age, 24 (12%) were between 15 and 25 years, 50 (25%) were 26–35 years, 64 (32%) were 36–45 years, 34 (17%) were between 46 and 55 years, and 28 (14%) were above 55 years. Furthermore, 150 (75%) were married, 34 (17%) were single, and 16 (8%) were widows. As regards level of education, 50 (25%) had a diploma, 78 (39%) had a bachelor's degree, 64 (32%) had a master's degree, and 8 (4%) had other qualifications. This implies that the majority of the people who work at Akwa Ibom State Polytechnic, Ikot Osurua, have a bachelor's degree.

Regarding the positions of respondents, 62 (31%) were junior staff, 70 (35%) were senior staff, 44 (22%) were middle-level managers, and 24 (12%) belonged to the top-level management. This implies that the majority of the people who work at Akwa Ibom State Polytechnic, Ikot Osurua, are senior staff. Additionally, concerning the length of service of respondents in the organization, 44 (22%) had spent between 1 and 5 years in the organization, 62 (31%) had spent between 5 and 10 years, and 94 (47%) had spent more than 10 years in the organization. Thus, the majority of the employees at Akwa Ibom State Polytechnic, Ikot Osurua, spent more than 10 years in the organization.

This section discusses the frequency of respondents' responses to each of the questions classified according to the research variables, along with their specific percentage. This was done as shown in Table 5.

Table 5: Analysis of Responses on Employee's Commitment

Employee's Commitment	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Total	Mean	Standard Deviation
Your organization deserves your faithfulness and devotion.	46 23%	136 68%	14 7%	0 0.0%	4 2%	200 100%	4.26	0.536
You protect your organization despite any challenge and circumstance.	88 44%	104 52%	6 3%	0 0.0%	2 1%	200 100%	4.44	0.541
Your commitments have improved your job performance and have contributed to the organization's success and survival.	72 36%	116 58%	10 5%	0 0.0%	2 1%	200 100%	4.38	0.533
You believe and work towards your organizational goals in order to enhance organizational survival.	104 52%	72 36%	20 10%	0 0.0%	4 2%	200 100%	4.49	0.553
Average							4.39	0.536

Source: Field Survey (2023)

Table 5 showed the respondents beliefs on critical issues about employees' commitment. The responses state that 46 respondents representing 23% strongly agreed that the organization deserves the employees' faithfulness and devotion, 136 respondents representing 68% agreed, 14 respondents representing 7% were undecided, 0 respondents representing 0.0% disagreed, and 4 respondents representing 2% strongly disagreed. On average, the respondents agreed that the organization deserves their faithfulness and devotion (Mean = 4.26, Standard Deviation = 0.54).

Responses to the second question show that 88 respondents representing 44% strongly agreed that the employees can protect the organization despite any challenge or circumstance, 104 respondents representing 52% agreed, 6 respondents representing 3% were undecided, 0 respondents representing 0.0% disagreed, and 2 respondents representing 1%. On average employees in Akwa Ibom State Polytechnic, Ikot Osurua, are committed to protecting the organization despite any challenge or circumstance. (Mean = 4.44, Standard Deviation = 0.54).

Also, 72 respondents, representing 36%, strongly agreed that commitment to their work has improved their job performance and has contributed to the success and survival of Akwa Ibom State Polytechnic, Ikot Osurua. 116 respondents representing 58% agreed, 10 respondents representing 5% were undecided, and 0 respondents representing 0.0% disagreed. 2 respondents, representing 1% strongly disagreed. On average, the respondents strongly agreed that employees' commitment has contributed to the success and survival story of Akwa Ibom State Polytechnic, Ikot Osurua (mean = 4.38, Standard Deviation = 0.53).

Moreover, 104 respondents portraying 52% strongly agreed that they believe and work towards achieving the goals and survival of Akwa Ibom State Polytechnic, Ikot Osurua; 72 respondents portraying 36% agreed; 20 respondents portraying 10% were undecided; 0 respondents portraying 0 disagreed; and 4 respondents portraying 2% strongly disagree. On average, the respondents agreed that they believe and work towards their organizational goals in order to enhance organizational survival of Akwa Ibom State Polytechnic, Osurua (mean = 4.49, Standard Deviation 0.55). The average on employee commitment 4.39, while the standard deviation was 0.536, as 0.536 indicate that majority of the respondents strongly agreed to the fact that employee's commitment influences organizational survival.

Table 6: Analysis of Responses on Employee Engagement

Employee Engagement	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Total	Mean	Standard Deviation
Your supervisor often seeks for your opinion in decision making in your unit or department.	92 46%	94 47%	6 3%	0 0.0%	8 4%	200 100%	4.37	0.639
When you recognized and engaged in decision making in your organization, it motivates you to put in your best to ensure organizational survival.	90 45%	92 46%	6 3%	8 4%	4 2%	200 100%	4.35	0.708
when addressing changes within your organization, you are always involved in the planning and implementation processes.	84 42%	96 48%	16 8%	0 0.0%	4 2%	200 100%	4.33	0.643
Your involvement and engagement at work has increased your job performance and your organizational survival.	80 40%	102 51%	14 7%	0 0.0%	4 2%	200 100%	4.31	0.635
Average							4.34	0.656

Source: Field Survey (2023)

Table 6 indicates the respondent's opinion on various issues concerning employee engagement. The responses show that 92 respondents portraying 46% strongly agreed that the management of Akwa Ibom State Polytechnic, Ikot Osurua, usually seeks employees' opinions in decision-making, 94 respondents portraying 47% agreed, 6 respondents portraying 3% were undecided, 0 respondents representing 0.0% disagreed, and 8 respondents portraying 4% strongly disagreed. On average, the respondents agreed that employees are usually engaged in decision-making at Akwa Ibom State Polytechnic, Ikot Osurua. (Mean = 4.37, Standard Deviation = 0.64).

Further, 90 respondents representing 45% strongly agreed that when they are recognized and engaged in decision-making in the organization, it motivates them to put in their best to ensure organizational survival; 92 respondents representing 46% agreed, 6 respondents representing 3% were undecided, 8 respondents representing 4% disagreed, and 4 respondents representing 2% strongly disagreed. On average, the respondents agreed that recognizing and engaging them in decision-making in the organization motivates them to put in their best effort to achieve organizational goals (Mean = 4.35, Standard Deviation = 0.71).

Also, 84 respondents portraying 42% strongly agreed that when addressing changes within Akwa Ibom State Polytechnic, Ikot Osurua, employees are always involved in the planning and implementation processes; 96 respondents portraying 48% agreed; 16 respondents portraying 8% were undecided; 0 respondents portraying 0% disagreed; and 4 respondents portraying 2% strongly disagreed. On average, the respondents agreed that employees are always involved in the planning and implementation processes at Akwa Ibom State Polytechnic, Ikot Osurua (Mean = 4.33, Standard Deviation = 0.64).

In addition, 80 respondents representing 40% strongly agreed that their involvement and engagement at work have increased their job performance and the organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua; 102 respondents representing 51% agreed; 14 respondents representing 7% were undecided; 0 respondents representing 0.0% disagreed; and 4 respondents representing 2% strongly disagreed. On average, the respondents agreed that their involvement and engagement at work have increased their job performance and the organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua (mean = 4.31, Standard Deviation = 0.64). The average score of employee engagement is 4.34, while the standard deviation is 0.656, indicating that respondents strongly agreed that employee engagement has an influence on organizational survival.

Table 7: Analysis of Responses on Employee Absenteeism

Employee Absenteeism	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Total	Mean	Standard Deviation
You feel guilty and uncomfortable when you absent yourself from work.	86 43%	108 54%	4 2%	2 1%	0 0.0%	200 100%	4.40	0.549
Absenting yourself from work without any excuse or concrete reason is disrespectful and immoral.	90 45%	104 52%	4 2%	2 1%	0 0.0%	200 100%	4.43	0.554
You inspire your co-workers to be regular at work.	84 42%	108 54%	6 3%	0 0.0%	2 1%	200 100%	4.37	0.571
Your absence affects work in general and organizational survival.	90 45%	100 50%	4 2%	2 1%	4 2%	200 100%	4.41	0.592
Average							4.40	0.567

Source: Field Survey (2023)

Table 7 indicated the respondent's opinion on various issues about absenteeism. The responses indicated that 86 respondents, representing 43%, strongly agreed that they feel guilty and uncomfortable when they absent themselves from work. 108 respondents representing 54% agreed, 4 respondents representing 2% were undecided, and 2 respondents representing 1% disagreed. 0 respondents, representing 0.0%, strongly disagreed. On average, a majority of the respondents agreed that absenteeism is not a welcoming attitude for organizational survival (Mean = 4.40, Standard Deviation = 0.55).

Also, 90 respondents representing 45% strongly agreed that absenting oneself from work without any excuse or concrete reason is disrespectful and immoral; 104 respondents representing 52% agreed; 4 respondents representing 2% were undecided; 2 respondents representing 1% disagreed; and 0 respondents representing 0% On average, the respondents agreed that it is disrespectful and immoral to be absent from work without any excuse or concrete reason (mean = 4.43, Standard Deviation = 0.55).

Further, 84 respondents representing 42% strongly agreed that they encourage their co-workers to be regular at work; 108 respondents representing 54% agreed; 6 respondents representing 3% were undecided; 0 respondents representing 0.0% disagreed; and 2 respondents representing 1% strongly disagreed. On average, the respondents agreed that they encourage their co-workers to be regular at work (Mean = 4.37, Standard Deviation = 0.57).

Moreover, 90 respondents representing 45% strongly agreed that their absence affects work in general and organizational survival; 100 respondents representing 50% agreed; 4 respondents representing 2% were undecided; 1 respondent representing 1% disagreed; and 4 respondents representing 2% strongly disagreed. On average, the respondents rated that their absence affects work in general and organizational survival (Mean = 4.41, Standard Deviation = 0.59).

The average score on employee absenteeism was 4.40, while the standard deviation was 0.567, indicating that most respondents agreed on most of the questions asked on employee absenteeism as an aspect of employee attitude, which implies that employees' absenteeism influences organizational survival negatively.

Table 8: Analysis of Responses on Organizational Survival

Organizational Survival	Strongly Agreed	Agreed	Undecided	Disagreed	Strongly Disagreed	Total	Mean	Standard Deviation
The survival of organization depends on so many attributes which include employees' attitude.	110 55%	57 28.5%	21 10.5%	12 6%	0 0%	200 100%	4.62	0.432
When productivity improves, organization is certain to exist indefinitely.	101 50.5%	79 39.5%	14 7%	5 2.5%	1 0.5%	200 100%	4.65	0.448
Organization is expected to operate perpetually and contribute to economic development of the nation.	99 49.5%	75 37.5%	22 11%	4 2%	0 0%	200 100%	4.32	0.336
Impressive performance is a success factor of organizational survival.	105 52.5%	80 40%	10 5%	3 1.5%	2 1%	200 100%	4.81	0.412
Average							4.60	0.407

Source: Field Survey (2023)

Table 8 indicated the respondent's opinion on issues about organizational survival. The responses indicated that 110 respondents representing 55% strongly agreed that the survival of organizations depends on so many attributes, which include employees' attitudes; 57 respondents representing 28.5% agreed; 21 respondents representing 10.5% were undecided; 12 respondents representing 6% disagreed; and 0 respondents representing 0% strongly disagreed. On average, the respondents condemned stealing at the workplace (Mean = 4.62, Standard Deviation = 0.43).

Also, 101 respondents representing 50.5% strongly agreed that stealing from the workplace is disrespectful and immoral; 79 respondents representing 39.5% agreed; 14 respondents representing 7% were undecided; 5 respondents representing 2.5% disagreed; and 0 respondents representing 0.0% strongly disagreed. On average, the respondents agreed that stealing from the workplace is disrespectful and immoral (Mean = 4.65, Standard Deviation = 0.45).

Further, 9 respondents representing 49.5% strongly agreed that in Akwa Ibom State Polytechnic, Ikot Osurua, there is a standard in the operations and stealing is not tolerated; 75 respondents representing 37.5% agreed; 22 respondents representing 11% were undecided; 4

respondents representing 2% disagreed; and 0 respondents representing 0% strongly disagreed. On average, the respondents agreed that there is a standard in the operations and that stealing is not tolerated at Akwa Ibom State Polytechnic, Ikot Osurua (Mean =4.32, Standard Deviation =0.34).

Conclusively, 105 respondents representing 52.5% strongly agreed that stealing negatively affects organizational survival; 80 respondents representing 40% agreed; 10 respondents representing 5% were undecided; 3 respondents representing 1.5% disagreed; and 2 respondents representing 1% strongly disagreed. On average, the respondents rated that stealing negatively affects organizational survival at Akwa Ibom State Polytechnic, Ikot Osura. (Mean = 4.81, Standard Deviation =0.41).

The average score on employee theft is 4.60, while the standard deviation is 0.407, indicating that most respondents agreed with the questions asked on employee theft, which means most of the respondents agreed that employee theft influences organizational survival negatively.

Descriptive Data Analysis

In accordance with the statistical tools stated, the collected data were analyzed and the hypotheses tested using descriptive statistics and simple correlation, respectively. The descriptive statistics for all the variables of this study were computed and presented on

Table 9:

Table 9: Descriptive Statistics

Variables	N	Range	Minimum	Maximum	Mean	Std. Deviation
OS	200	4.00	1.00	5.00	4.2800	0.64997
EC	200	3.25	1.75	5.00	4.3175	0.63686
EE	200	3.50	1.50	5.00	4.3775	0.62757
EA	200	3.75	1.25	5.00	4.3600	0.70204

Source: Researcher's Computation (2023)

From Table 9, Organizational Survival (OS) had range of 4.00. This indicated that the difference between the highest and the lowest score in respect to OS for the study was 4.00. The minimum of OS was 1.00 while the maximum was 5.00. The mean (average) was 4.280. This indicated that the average score for OS in the study was 4.280. The standard deviation for OS was 0.6499. This indicated that the deviation from mean that occurred for OS in the study was 0.6499 and it was not high. The observations of two hundred (200) was drawn from the sample size used in the study.

From Table 9, Employees' Commitment (EC) had range of 3.25. This indicated that the difference between the highest and the lowest score in respect to EC for the study was 3.25. The minimum of EC was 1.75 while the maximum was 5.00. The mean (average) was 4.318. This indicated that the average score for EC in the study was 4.318. The standard deviation for EC was 0.6369. This indicated that the deviation from mean that occurred for EC in the study was 0.6369 and it was not high. The observation of two hundred (200) was drawn from the sample size used in the study.

From Table 9, Employees' Job Satisfaction (EJS) had range of 4.00. This indicated that the difference between the highest and the lowest score in respect to EJS for the study was 4.00.

The minimum of EJS was 1.00 while the maximum was 5.00. The mean (average) was 4.285. This indicated that the average score for EJS in the study was 4.285. The standard deviation for EJS was 0.8012. This indicated that the deviation from mean that occurred for EJS in the study was 0.8012 and it was not high. The observation of two hundred (200) was drawn from the sample size used in the study.

From Table 9, Employees' Engagement (EE) had range of 3.50. This indicated that the difference between the highest and the lowest score in respect to EE for the study was 3.50. The minimum of EE was 1.50 while the maximum was 5.00. The mean (average) was 4.378. This indicated that the average score for EE in the study was 4.378. The standard deviation for EE was 0.6276. This indicated that the deviation from mean that occurred for EE in the study was 0.6278 and it was not high. The observation of two hundred (200) was drawn from the sample size used in the study.

From Table 9, Employees' Absenteeism (EA) had range of 3.75. This indicated that the difference between the highest and the lowest score in respect to EA for the study was 3.75. The minimum of EA was 1.25 while the maximum was 5.00. The mean (average) was 4.360. This indicated that the average score for EA in the study was 4.360. The standard deviation for EA was 0.7020. This indicated that the deviation from mean that occurred for EA in the study was 0.7020 and it was not high. The observation of two hundred (200) was drawn from the sample size used in the study.

4.2.2 Correlation Analysis and Test of Hypotheses

Table 10: Correlation Analyses

Variables	Method	EC	OS
EC	Pearson Correlation	1	0.920
	Sig. (2-tailed)		0.000
	N	200	200
OS	Pearson Correlation	0.920	1
	Sig. (2-tailed)	0.000	
	N	200	200

Source: Researcher's Computation (2023)

From Table 10, it was observed that the relationship between employees' commitment and the organizational survival of Akwa Ibom State Polytechnic Ikot Osurua was 92%. The p-value computed showed that the relationship between the two variables was significant, which indicated that as employees' commitment improves, organizational survival will increase as well. The null hypothesis, which states that there is no significant relationship between employees' commitment and organizational survival, was rejected, and the alternative hypothesis, which states that there is a significant relationship between employees' commitment and organizational survival, was accepted as the p-value computed was less than 5% level of significance.

Table 11: Correlation Analyses

Variables	Method	EE	OS
EE	Pearson Correlation	1	0.923
	Sig. (2-tailed)		0.000
	N	200	200
OS	Pearson Correlation	0.923	1
	Sig. (2-tailed)	0.000	
	N	200	200

Source: Researcher's Computation (2023)

From Table 11, it was observed that the relationship between employees' engagement and organizational survival at Akwa Ibom State Polytechnic Ikot Osurua was 92.3%. The p-value computed showed that the relationship between the two variables was significant, which indicated that as employees' engagement improves, organizational survival will increase as well. The null hypothesis, which states that there is no significant relationship between employees' engagement and organizational survival, was rejected, and the alternative hypothesis, which states that there is a significant relationship between employees' engagement and organizational survival, was accepted as the p-value computed was less than 5% level of significance.

Table 12: Correlation Analyses

Variables	Method	EA	OS
EA	Pearson Correlation	1	-0.870
	Sig. (2-tailed)		0.000
	N	200	200
OS	Pearson Correlation	-0.870	1
	Sig. (2-tailed)	0.000	
	N	200	200

Source: Researcher's Computation (2023)

From Table 12, it was observed that the relationship between employees' absenteeism and organizational survival at Akwa Ibom State Polytechnic Ikot Osurua was -87%. The p-value computed showed that the relationship between the two variables was significant, which indicated that as employees' absenteeism increases, organizational survival will decrease. The null hypothesis, which states that there is no significant relationship between employees' absenteeism and organizational survival, was rejected, and the alternative hypothesis, which states that there is a significant relationship between employees' absenteeism and organizational survival, was accepted as the p-value computed was less than 5% of significance.

Discussion of the Findings

From Table 10, it was observed that there was a positive and significant relationship between employees' commitment and the organizational survival of Akwa Ibom State Polytechnic Ikot Osurua. This result was in line with Igbaekemen and Idowu (2014), who investigated the impact of organizational commitment on employees' productivity using Nigeria Brewery, PLC, and found that there is a positive relationship between employee commitment and the organizational survival of the entities studied. He identified that there is a statistically

significant link between employee commitment and organizational survival at Akwa Ibom State Polytechnic, Ikot Osurua.

When employees are committed to the goals and objectives of the organization, the implementation of new ideas and initiatives will not be compromised. If performance levels are to be improved, management must give employees reasons to be committed to their work. If employees are not committed to their work, they will be dissatisfied at work and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally withdraw from the organization. Thus, organizational commitment is an important attitude in assessing employees' intentions to quit and the overall contribution of the employee to the organization's survival.

From Table 11, it was observed that there was a positive and significant relationship between employees' engagement and the organizational survival of Akwa Ibom State Polytechnic Ikot Osurua. The result is in line with the study of Balakrishnan, Masthan, and Chandra (2013), who carried out a study on employee retention through employee engagement: A Study at an Indian International airport found that there was a positive and significant relationship between employees' engagement and organizational performance. The reasoning behind his contention was that because employees want to work for reasons other than "they get paid to do it", they will work to pursue success for their organizations. Several other studies have claimed that employee engagement predicts employee outcomes, financial performance, and organizational success. Employees who are engaged are more likely to stay with their current organization and remain committed to it. Apparently, employees who are not engaged will influence organizational survival through higher absenteeism, higher turnover, lower productivity, and higher recruitment and training costs.

From Table 12, it was observed that there was a negative and significant relationship between employees' absenteeism and the organizational survival of Akwa Ibom State Polytechnic Ikot Osurua. The study supported the study of Onikoyie *et al.* (2015), who conducted a study on the effect of absenteeism on corporate performance and found that absenteeism reduces an organization's productivity, profitability, quality service delivery, and promptness in satisfying customers' needs. This is because organizations incur direct and indirect costs that result from unscheduled absences, which are disruptive to business.

Conclusion

The study examined the relationship between employee attitudes and organizational survival at Akwa Ibom State Polytechnic, Ikot Osurua. The correlation coefficient estimated that employees' commitment, employees job satisfaction, and employees' engagement had a positive and significant relationship with organizational survival, while employees' absenteeism, employees' lateness, and employees' theft had a negative and significant relationship with the organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua. Thus, it was concluded that employee attitudes had a significant relationship with the organizational survival of Akwa Ibom State Polytechnic, Ikot Osurua.

Recommendations

Based on the empirical findings of this study, the following recommendations were made:

1. The Institution should create a positive work environment that promotes open communication, teamwork, and mutual respect, which will assist employees in developing emotional commitment in order to improve organizational survival.
2. The Institution should provide them with decision-making authority and involve them in the decision-making process whenever possible to increase employee skills and knowledge towards achieving organizational survival.
3. The human resources department should endeavor to manage employees' absenteeism appropriately by identifying the reasons for absenteeism at work and making some strict policies to reduce it.

Contribution to Knowledge

According to this study, it has been revealed that employee attitude variables such as employee commitment, employee engagement, employee job satisfaction, employee theft, employee lateness, and employee absenteeism play a significant role in the survival of an organization. Before this time, Studies were made only on employees work attitudes, such as job involvement, job satisfaction, and the effect of an employee's attitude on organizational performance, among others.

Most management studies did not really consider an employee's attitude and its impact on other dependent variables. It is worthy of note that in an organization there is a need for positive employee attitudes; therefore, management should motivate their workers to be committed to the organization by ensuring work is as interesting and challenging as possible, which invariably will enable them to exert a positive employee attitude, which will translate to higher productivity.

Also, the failure of the management to fulfill their own side of motivating the worker to pursue a positive employee attitude led them to resort to certain negative attitudes as an easy way out. Employees see it as a means of compensating themselves. Thus, this study has shown that negative employee attitudes could actually affect organizational survival.

Suggestions for Further Studies

From the findings of this study, other areas that were not covered in the present study were suggested for further study, as stated below:

This study focused on Akwa Ibom State Polytechnic, Ikot Osurua. It was suggested that future studies should extend the scope of the study and explore other organizations in Nigeria, including private sector organizations, in order to be able to generalize the conclusions to organizations in Nigeria.

Employees' attitude and performance at Akwa Ibom Polytechnic, Ikot Osurua, should be researched with the inclusion of other variables for employees' attitude.

Employees' attitudes and the growth of listed companies in Nigeria should be investigated by other researchers.

Employees' attitudes and performance at quoted manufacturing companies in Nigeria should be researched further.

References

- Abdalkrim, G. M., and Elhaim, T. A. W. (2016). Attitude toward work Job Satisfaction, and job performance (An empirical study among non-Saudi academic member of higher education institutions)". *International Journal of Academic Research in Business and Social Sciences*, 6(12): 750-757.
- Agoi, L. (2015). Effect of work engagement on employee turnover intention in public sector, Kenya. *International Journal of Economics, Commerce and Management*, 3 (12), 426-440.
- Ajzen, I., and Fishbein, M. (2005). The influence of attitudes on behavior. In D. Albarracin, B. T. Johnson, and M. P. Zanna (Eds.). *The handbook of attitudes*. 173-221.
- Ajzen, I., and Timko, C. (1986). Correspondence between health attitudes and behaviour. *Basic and Applied Social Psychology*, 7(3):259-276.
- Akın, M. S., and Okumuş, A. (2020). Shaping the consumers Attitudes towards Halal Food Products in Turkey. " *Journal of Islamic Marketing*, 12(6): 1081-1096.
- Akintayo, R. (2011) Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22(1): 88.
- Akinwale, O. E. (2019). "Employee voice: Speaking up in organization as a correlate of employee productivity in oil and gas industry - an empirical investigation from Nigeria. *Serbian Journal of Management*, 14(1): 97-121.
- Allen, N. J., and Meyer, J. P. (1997). *Commitment in the workplace: Theory research, and application*. Thousand oaks, CA: Sage publishing.
- Aries, S., and Rizqi, M. (2013). Employee's job performance: The effect of attitude toward works, organizational commitment, and job satisfaction, *Jurnal Teknik Industri*, 15 (1):13-24.
- Bakker, A., Demerouti, E., and Sanz-Vergel, A. (2014). Burnout and work engagement: The JD-R Approach. *The Annual Review of Organizational Psychology and Organizational Behavior*, 1(1):389-411.
- Balakrishnan, C., Masthan, D. and Chandra, V. (2013). Employee retention through employee engagement - A study at an Indian international airport. *International Journal of Business and Management Invention*, 2 (8): 9-16
- Bandula, P.M.K.U. and Lakmini, V.K. J, (2016). Impact of employee commitment on job performance: based on leasing companies in Sri Lanka. *International Journal of Arts and Commerce*, 5(8): 8-22.
- Bandura, A. (1977) Self-efficacy: Toward a unifying theory of behavioral change, *Psychology Review*, 84, 191-215.
- Benos, T., Kalogeras, N., Wetzels, M., Ruyter, K. D., and Pennings, J. M. E. (2018). Harnessing a currency matrix for performance measurement in cooperatives: A multi-phased study. *Sustainability (Switzerland)*, 10(12): 1-38.

- Chareonwongsak, K. (2017). Enhancing board motivation for competitive performance of Thailand's co-operatives. *Journal of Co-operative Organization and Management*, 5(1); 1-13.
- Chiezey, U., and Onu, A. J. C. (2013). Impact of fraud and fraudulent practices on the performance of banks in Nigeria, *British Journal of Arts and Social Sciences*, 13 (3): 12-28.
- Chukwuma, C. A., Zacharia, M., and Abass, A. (2021). The effects of unpunctuality to work and efficiency of Ghana education service. *International Journal of Multidisciplinary Studies and Innovative Research*, 5(1): 200-214.
- Chun-Chang, A., Sheng-Hsiung, S. and Chen- Yi, V. (2012). A Study on factors affecting turnover intention of hotel employee's. *Asian Economic and Financial Review*. 2(7); 866-875.
- Connor, M. O., Breen, L. J., Watts, K. J., James, H., and Goodridge, R. (2019). A tripartite model of community attitudes to palliative care. *American Journal of Hospital Palliat Care*, 36(10): 877-884.
- Dapena, M., Thomas, B., and Lin, W. G. (2020). "Heart, Head, and Hand: A tripartite conceptualization, operationalization, and examination of brand loyalty. *Journal of Brand Management*, 27(1): 355-375.
- Das, S. (2018). Impact of Employee Attitude on Productivity and Performance: A Study on Organizational Citizenship behavior in Iron and Steel Industry of India". *Journal of Advanced Research in HR and Organizational Management*, 5(4): 8-13.
- Dharmanegara, I. B. A., Sitiari, N. W., and Wirayudha, I. G. (2016). Job competency and work environment: The effect on job satisfaction and job performance among SMEs worker. *IOSR Journal of Business and Management*, 18(1): 19-26.
- Erengwa, K. N., Nwuche, C. A., and Anyanwu, S. C. (2017). Employee participation and organizational survival in selected manufacturing firms in Port Harcourt, Nigeria. *International Journal of Advanced Academic Research, Social and Management Sciences*, 3(3): 1-10.
- Farouk, I. (2014). Exploring employee attitude and productivity at Electricity Company of Ghana, Ashanti-East. *BSc Human Resources Management*, 1(2): 13-27.
- Fishbein, M., and Ajzen, I. (1974). Attitudes towards objects as predictors of single and multiple behavioral criteria. *Psychological Research*, 4(8): 22-46.
- Fishbein, M., and Ajzen, I. (1975). *Belief, Attitude, Intention, and Behavior: An Introduction to Theory and Research*. Reading, MA: Addison-Wesley.
- Gibson, R.O. (2012). Toward a conceptualization of absence behaviour. *Administrative Science Quarterly*, 11(3): 107-133.
- Govaerts, N., Kyndt, E., Dochy, F., and Baert, H. (2011). Influence of learning and working climate on the retention of talented employees. *Journal of Workplace Learning*, 23(1): 35-55.
- Hamilton, D. I., and Gabriel, J. M. O. (2012). Dimensions of fraud in Nigeria quoted firms, *American Journal of Social and Management Sciences* 3(3): 112-120.

- Heilman, S., and Kennedy-Phillips, L. (2011). Making assessment easier with the organizational effectiveness model describe a comprehensive, step-by-step, mixed-methods assessment model. Published online by *American College Personnel Association and Wiley Periodicals, Inc.* 15(6): 29-32.
- Ibe, M.K., and Olori, W.O. (2016). Employee work attitudes and organizational survival in selected fast-food companies in Port Harcourt, Nigeria. *International Journal of Advanced Academic Research / Social and Management Sciences*, 2(6): 24-34.
- Igbaekemen, G. O. and Idowu O. A. (2014). The impact of organizational commitment on employees' productivity: A case study of Nigeria Brewery, PLC. *Journal of Innovative Psychology and Social Development* 5(3): 15-22.
- Irefin, P., and Mechanic, M. (2014). Effect of commitment on organizational performance in Coca Cola Nigeria Limited Maiduguri, Borno State. *Journal of Humanities and Social Science*, 19(3): 33-41.
- Jaja, S. A., Gabriel, J. M. O., and Wobodo, C. C. (2019). Organizational isomorphism: The quest for survival. *Noble International Journal of Business and Management Research*, 3(5): 86- 94.
- Kaiser, F. G. (2019). The Campbell paradigm as a reinterpretation of the classical tripartite model of attitudes. *Europe Psychology*, 24(4):359-374.
- Kortmann, S., Gelhard, C., Zimmermann, C., and Piller, F. (2014). Linking strategic flexibility and operational efficiency: The mediating role of ambidextrous operational capabilities. *Journal of Operations Management*, 32(1): 475-490.
- Laila, U., Iqbal, S., and Rasheed, M. (2019). Abusive supervision and workplace deviance: The moderating role of power distance. *Pakistan Journal of Commerce and Social Sciences*, 13(2): 334-357.
- Lee, G. (2017). Performance-oriented managerial practices and job attitude in public organizations. *International Review of Public Administration*, 22(3): 245-256.
- Mustaffa, A., Rahman, M. A., and Nawai, S. (2020). "Exploring Behavioral and Attitudinal Brand Loyalty." *Journal of Economics and Sustainability*, 2(1): 26-34.
- Nangoy, R., Mursitama, T. N., Setiadi, N. J., and Pradipto, Y. D. (2020). Creating sustainable performance in the fourth industrial revolution era: The effect of employee's work well-being on job performance. *Management Science Letters*, 10(5): 1037-1042.
- Nwankwo, G. O. (2013). *Bank Management*. Lagos: Landmark Publishers. 484p.
- Nwinyokpugi P. (2015). Employee engagement and workplace harmony in Nigeria civil service. *International Journal of Innovative Research and Development*. 4(2): 199-204.
- Olughor, R.J. and Oke, M. A. (2014). The relationship between organizational survival and employee mental ability. *International Journal of Business and Social Science*, 56(1): 205-212.
- Onikoyi, I.A., Awolusi, O.D., and Ayodeji, B.M. (2015). Effect of absenteeism on corporate performance: a case study of Cadbury Nigeria PLC, Ikeja, Lagos State, Nigeria. *British Journal of Marketing Studies*, 3(2): 58-71.

- Osborne, S., and Hammoud, M. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1): 50-67.
- Otieno, A., Waiganjo, E. and Njeru, A. (2015). Effect of employee engagement on organization performance in Kenya's Horticultural Sector. *International Journal of Business Administration*. 6(2), 77-85.
- Paluku, K. (2016). Employee engagement and organizational performance of retail enterprises. *American Journal of Industrial and Business Management*, 6: 516-525.
- Prabhu, M. (2013). A Study in a steel organization on employees' absenteeism. *Indian Journal of Economics and Development*, 1(3): 320-336.
- Prasanga, A. P. A., and Gamage, A. S. (2012). Job satisfaction and job performance of the sailors in rapid action boat squadron of Sri Lanka Navy. *Sri Lankan Journal of Human Resource Management*, 3(1): 49-57.
- Rahman, H. (2016). A study on causes of absenteeism among employees in retail shops (with special reference to textiles, T-Nagar Chennai.). *ISBR Management Journal* 1(1), 33-50.
- Rahman, M. A., Mustaffa, A., and Nawai, S. (2020). "Exploring behavioral and attitudinal brand loyalty." *Journal of Economics and Sustainability*, 2(1): 26-34.
- Rahmati, M., and Izadpanah, S. (2021). "A Study of the proficiency and performance of Iranian Air Traffic Controllers: Attitude, Work experience and specific aviation English courses." *Asian-Pacific Journal of Second and Foreign Language Education*, 6(2): 1-22.
- Renz, F. M., and Posthuma, R. A. (2020). Employees can feel like owners: Perk up attitudes, performance, and teamwork. *Organizational Dynamics*, 50(2): 45 -62
- Riasat, F., Aslam, S., and Nisar, Q. A. (2016). Do intrinsic and extrinsic rewards influence the job satisfaction and job performance? Mediating role of reward system. *Journal of Social Sciences and Management Research*, 4(8): 22-46.
- Rosenberg, M. J., and Hovland, C. I. (1960). *Attitude organization and change: An Analysis of consistency among attitude components*. New Haven: Yale University Press. 551p.
- Rosenberg, M. J., and Hovland, C. I. (1960). Cognitive, affective, and behavioral components of attitude. In M. J. Rosenberg, C. I. Hovland, W. J. McGuire, R. P. Abelson, and J. W. Brehm (Eds.), *Attitude organization and change: An analysis of consistency among attitude components* (pp. 1 - 14). New Haven, CT: Yale University Press.
- Rosenberg, M. J., Hovland, C. I., McGuire, W. J., Abelson, R. P., and Brehm, J. W. (Eds.) (1960). *Attitude organization and change: An analysis of consistency among attitude components*. New Haven, CT: Yale University Press. 456p.
- Ruankaew, T. (2019). Employee theft among college students in the workforce. *International Business Research*; 12(4): 40-49.
- Singh, T., Chetty, N. and Karodia, A. M. (2016). A Study of an investigation into the Impact of absenteeism on the organizational performance of a private security company in Durban, kwazulu-Natal; *Singh A Poreal of Business Economics, and Management Studies*, 4(11): 20-36.

Tenney, E. R., Poole, J. M., and Diener, E. (2016). Does positivity enhance work performance?:why, when, and what we don't know research in organizational behavior. *Research in Organizational Behavior*, 36: 27-46.