

**FACTORS INFLUENCING WORK ATTITUDE AMONG EMPLOYEES IN
THE PUBLIC SERVICE: A CASE STUDY OF OREDO LOCAL
GOVERNMENT COUNCIL, EDO STATE.**

BY

OROBATOR ANASTASIA OSARUGUE

SSC2105868

**DEPARTMENT OF PUBLIC ADMINISTRATION
FACULTY OF SOCIAL SCIENCES
UNIVERSITY OF BENIN
BENIN CITY.**

NOVEMBER, 2025

**FACTORS INFLUENCING WORK ATTITUDE AMONG EMPLOYEES IN
THE PUBLIC SERVICE: A CASE STUDY OF OREDO LOCAL
GOVERNMENT COUNCIL, EDO STATE.**

BY

OROBATOR ANASTASIA OSARUGUE

SSC2105868

**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF PUBLIC
ADMINISTRATION FACULTY OF SOCIAL SCIENCES UNIVERSITY OF
BENIN, BENIN CITY. IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.)
DEGREE IN PUBLIC ADMINISTRATION.**

NOVEMBER, 2025

vii

DECLARATION

I OROBATOR ANASTASIA OSARUGUE with matriculation number

SSC2105868 hereby declare that this research titled: **FACTORS INFLUENCING WORK ATTITUDE AMONG EMPLOYEES IN THE PUBLIC SERVICE: A CASE STUDY OF OREDO LOCAL GOVERNMENT COUNCIL, EDO STATE.**

Was carried out by me in the department of Public Administration faculty of social sciences, university of Benin.

THIS PROJECT IS AN ORIGINAL WORK AND HAS NOT BEEN PRESENTED IN ANY PREVIOUS APPLICATION FOR A DEGREE OR DIPLOMA IN THIS OR ANY OTHER INSTITUTION. ALL SOURCES USED HAVE BEEN DULY ACKNOWLEDGED IN THE REFERENCES

OROBATOR ANASTASIA OSARUGUE

SSC2105868

CERTIFICATION

This is to certify that this project work was carried out by OROBATOR ANASTASIA OSARUGUE and it is deemed adequate in scope and content for the award of Bachelor Degree of Science in Public Administration,

Mr. Ikponmwosa Isokpan
(Project Supervisor)

Dr. A. I. Mustapha
(Head of Department)

Date

Date

DEDICATION

This project work is dedicated most specially to God Almighty who has provided me with the wisdom, Strength and knowledge to finish this program. Also, to my Parents and siblings, I love you all.

ACKNOWLEDGMENTS

I am deeply grateful to the Almighty God for His grace, wisdom, and strength throughout the course of this research work. His guidance and protection have been my constant source of inspiration and perseverance.

My profound appreciation goes to my supervisor, [Mr Isokpan Ikpomwonsa], for his guidance, which was instrumental in the successful completion of this project. I also wish to sincerely thank the Head of Department, [Dr. A.I. Mustapha], for providing the enabling academic environment and leadership that inspired excellence.

Special thanks go to Prof. S.O Aibieyi, Dr. Unufe, Dr. Aigbe and Mrs.Ugbaja and all lecturers in the Department of public Administration whose dedication and commitment to academic excellence have contributed immensely to my learning and growth.

My heartfelt appreciation goes to my parents [Prof. and Mrs. S.E Orobator] and My family members for their endless love, prayers, moral support, and sacrifices that made this academic journey possible.To my brother, who took out his time to help me during the course of my project [Barr. E. Orobator], I appreciate you.I also extend sincere thanks to my lovely friends [Omo, Ruky, Jessica, Sogie, Iruoghene , Oke, Lateefa and Anthonia] and my class buddies [Divine, Anne and Debbie] for their encouragement, cooperation, and shared experiences that enriched this research process.

Thank you all for your invaluable contributions.

TABLE OF CONTENTS

Title Page -----i

Declaration -----ii

Certification -----iii

Dedication-----iv

Acknowledgements -----v

Table Of Contents-----vi

Abstract -----ix

CHAPTER ONE: INTRODUCTION

1.1 Background of Study-----1

1.2 Statement of the Problem-----2

1.3 Objectives of the Study-----3

1.4 Research Questions-----4

1.5 Hypotheses of the study-----4

1.6 Scope of the Study-----5

1.7 Significance of the Study-----5

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Review Of Literature-----8

2.2 Theoretical Framework-----20

2.3 Summary-----34

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Method-----37

3.2 Research Instruments -----38

3.3 Population of the Study-----39

3.4 Sampling Technique-----40

3.5 Sample Size-----41

3.6 Technique for Data Analysis-----42

3.7 Validity of the Instrument -----43

3.8 Reliability of the Instrument-----44

CHAPTER FOUR DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction-----46

4.2 Demographics of Respondents----47

4.3 Demographic Characteristics of the Respondents--47

4.5 Regression analysis -----55

4.6 Discussion of Findings----66

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction-----68

5.2 Summary of the Study-----68

5.4 Recommendations-----70

5.5 Contribution to Knowledge-----72

5.6 Limitations of the Study----73

5.7 Suggestions for Further Research----73

References-----74

Appendix -----80

Abstract

Employee work attitude remains a critical determinant of organizational effectiveness within local government administrations in Nigeria. This study examines the factors influencing work attitude among employees in the Oredo Local Government Area of Edo State. Drawing on established public administration and organizational psychology literature, the research investigates how leadership style, job satisfaction, workplace environment, remuneration, organizational culture, and perceived fairness shape employee attitudes toward work. The study employed a mixed-method design, integrating quantitative survey responses from [120](#) staff members with qualitative interviews to enrich and deepen the contextual understanding of the findings. Findings indicate that supportive leadership, equitable compensation, and a conducive work environment significantly predict positive work attitudes, while bureaucratic constraints and inadequate career progression opportunities contribute to negative dispositions. The study concludes that targeted reforms addressing motivation, employee welfare, and administrative transparency are essential to improving work attitudes within local government structures. Recommendations for strengthening employee engagement and enhancing public service delivery are discussed.

vii

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The public service plays a central role in the socio-economic development of any nation, serving as the machinery through which government policies and programs are

formulated and implemented. In Nigeria, the local government system represents the closest tier of government to the people, providing essential services such as health, education, waste management, and infrastructural development. However, the effectiveness of these services is significantly influenced by the work attitude of employees within the public service.

Work attitude, broadly defined, refers to employees' psychological tendencies, feelings, and predispositions toward their job roles, supervisors, colleagues, and the organization as a whole (Robbins & Judge, 2019). Positive work attitudes manifest in commitment, punctuality, job satisfaction, and efficiency, while negative attitudes often translate into absenteeism, lateness, corruption, apathy, and poor service delivery. The challenge of work attitude in Nigeria's public service has been a persistent issue, particularly at the local government level where accountability and supervision are often weaker compared to federal and state levels (Adeleke & Lawal, 2023).

Scholars have identified multiple factors influencing work attitude in the public service, ranging from leadership styles (Eneh, 2021), remuneration and welfare packages (Obi, 2022), organizational culture (Okafor & Anazodo, 2023), political interference (Agagu, 2020), to working conditions and employee motivation (Egharevba, 2025). In Edo

State, specifically Oredo Local Government Area, these issues are particularly salient given its status as an administrative and commercial hub with a large concentration of public servants. The interplay between employee motivation, job satisfaction, and governance effectiveness underscores the need for empirical examination of factors influencing work attitudes in this context.

1.2 Statement of the Problem

Despite the strategic importance of local governments in Nigeria's governance structure, performance in service delivery has often been criticized as ineffective and inefficient. Public perception of local government employees is frequently negative, with citizens associating them with poor work ethics, absenteeism, and corruption (Odiliobi, 2024). This negative perception raises critical questions about the underlying factors shaping employees' attitudes toward work in the local government system.

Studies indicate that employees' poor work attitudes can be linked to inadequate remuneration, lack of training opportunities, limited career progression, and poor leadership (Eneh, 2021; Obi, 2022). Furthermore, socio-political challenges such as nepotism, political patronage, and weak institutional frameworks also exacerbate low morale and disengagement in the workplace (Agagu, 2020). The situation in Oredo

Local Government mirrors these national patterns, with anecdotal evidence suggesting that poor work attitudes hinder effective policy implementation, thus compromising developmental outcomes in the area.

This study, therefore, seeks to investigate the factors influencing work attitude among employees in the public service, with a specific focus on Oredo Local Government Area of Edo State.

1.3 Objectives of the Study

The broad objective of this study is to examine the factors that influence work attitude among employees in the public service of Oredo Local Government Area. Specifically, the study aims to:

1. Identify the organizational, socio-economic, and political factors that influence employees' attitudes toward work.
2. Assess the relationship between remuneration, motivation, and employees' commitment in Oredo Local Government.
3. Examine how leadership styles and supervision affect employees' work attitudes.
4. Determine the extent to which institutional policies and working conditions shape employees' job satisfaction.

5. Provide recommendations for improving work attitudes to enhance service delivery in Oredo Local Government.

1.4 Research Questions

This study is guided by the following research questions:

1. What organizational and socio-economic factors influence work attitudes among employees in Oredo Local Government?
2. How does remuneration and motivation affect employees' work commitment?
3. In what ways do leadership styles and supervision shape work attitudes in the public service?
4. To what extent do working conditions and institutional policies influence job satisfaction?

1.5 Hypotheses of the study

Based on the objectives of this study, the following hypotheses are formulated:

1. H_{01} : Organizational and socio-economic factors have no significant influence on employees' work attitudes in Oredo Local Government.

H_{11} : Organizational and socio-economic factors significantly influence employees' work attitudes in Oredo Local Government.

2. H₀₂: Remuneration and motivation do not significantly affect employees' commitment in Oredo Local Government.

H₁₂: Remuneration and motivation significantly affect employees' commitment in Oredo Local Government.

3. H₀₃: Leadership styles and supervision have no significant effect on employees' work attitudes in Oredo Local Government.

H₁₃: Leadership styles and supervision significantly affect employees' work attitudes in Oredo Local Government.

4. H₀₄: Institutional policies and working conditions do not significantly influence employees' job satisfaction in Oredo Local Government.

H₁₄: Institutional policies and working conditions significantly influence employees' job satisfaction in Oredo Local Government.

1.6 Scope of the Study

The study focuses on Oredo Local Government Area of Edo State, which serves as a representative case study of local government administration in Nigeria. The research will examine factors such as remuneration, leadership, organizational culture, political interference, and working conditions as they relate to employees' work attitudes. The

population of interest includes all categories of staff within the Oredo Local Government Secretariat.

1.7 Significance of the Study

This study is significant in several respects. First, it contributes to the body of knowledge on public administration and human resource management in Nigeria, particularly in relation to employee behavior in the local government system. Second, it provides empirical evidence that may guide policymakers in designing interventions to improve employee productivity and morale. Third, for Oredo Local Government, the findings will be instrumental in addressing workforce challenges, enhancing service delivery, and promoting good governance. Finally, the study will serve as a reference point for future research on work attitudes and organizational behavior in the Nigerian public service.

1.8 Operational Definition of Terms

- **Work Attitude:** Employees' feelings, beliefs, and behavioral tendencies toward their jobs and organization.

- **Public Service:** The administrative machinery of government responsible for implementing policies and delivering services.
- **Local Government:** The third tier of government in Nigeria, closest to the people, tasked with grassroots administration and development.
- **Motivation:** The internal and external factors that stimulate employees to engage in work-related behaviors.
- **Leadership Style:** The approach adopted by leaders in influencing, directing, and managing employees.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

The efficacy of any public service organization is intrinsically tied to the disposition and conduct of its human capital. Understanding the factors that shape work attitude is, therefore, not an academic exercise but a fundamental prerequisite for enhancing organizational performance, improving service delivery, and achieving good governance. This chapter provides a comprehensive scholarly foundation for investigating the factors influencing work attitude among employees in the public

service, with a specific focus on Oredo Local Government Area of Edo State, Nigeria.

It endeavors to synthesize existing knowledge, identify critical gaps, and construct a robust theoretical lens through which the empirical data of this study can be interpreted.

The chapter is systematically structured into two primary segments. The first segment presents a detailed review of relevant literature, beginning with a conceptual clarification of the core construct work attitude delineating its dimensions and significance. This is followed by an exhaustive examination of its multifaceted determinants, including leadership, remuneration, work environment, training, job security, and socio-cultural factors. The concepts of job satisfaction and dissatisfaction are then dissected to illuminate the dual forces that drive employee behavior. The review culminates in a critical analysis of empirical studies conducted within the Nigerian and broader African contexts, situating the current study within the ongoing scholarly conversation and highlighting the specific nuances of the local government milieu.

The second segment of the chapter establishes the theoretical framework. It draws upon a constellation of established and relevant theories from organizational behavior and psychology. Herzberg's Two-Factor Theory, Maslow's Hierarchy of Needs, McGregor's

Theory X and Y, Social Exchange Theory, and Equity Theory provide foundational explanations for the motivational and cognitive processes underlying work attitudes. Furthermore, Affect Theory is introduced to incorporate the crucial, often overlooked, dimension of emotional experiences and their regulation in the workplace. By integrating these theoretical perspectives, the framework offers a multi-dimensional tool for analyzing the complex interplay of factors that influence how public servants in Oredo Local Government Area perceive and engage with their work.

2.1 Review Of Literature

2.1.1 Concept of Work Attitude

Work attitude represents a foundational and central construct within the domains of organizational behavior and industrial psychology, serving as a critical predictor and determinant of a vast spectrum of workplace outcomes. Its significance stems from its role as the psychological linchpin between an employee's internal world their perceptions, feelings, and beliefs and their external, observable workplace conduct. A comprehensive understanding of work attitude is therefore not merely an academic pursuit but a managerial imperative for enhancing individual performance, fostering

team cohesion, and achieving overarching organizational goals, particularly within the service-oriented mandate of the public sector.

At its core, work attitude is a learned predisposition to respond in a consistently favorable or unfavorable manner with respect to a given object or entity, in this case, the multifaceted concept of "work," which includes the job itself, supervisors, colleagues, clients, and the organization as a whole (Eagly & Chaiken, 1993; Ajzen, 2020). This evaluative tendency is not a monolithic, unitary phenomenon but is more accurately conceptualized as a complex, multi-dimensional construct composed of three distinct yet intricately interrelated components, as delineated by the classic tripartite model of attitudes:

1. The Affective Component: This dimension encapsulates the emotional and sentimental reactions an employee experiences in relation to their work. It is the realm of feelings, encompassing a wide range of emotions from passion, enthusiasm, pride, and enjoyment to boredom, frustration, anxiety, resentment, and stress (Weiss & Cropanzano, 1996). For instance, a public servant might feel a sense of profound fulfillment (positive affect) when successfully resolving a citizen's complex problem or feel deep frustration and demoralization (negative affect) when thwarted by

bureaucratic red tape or a lack of resources. This component is often the most immediate and visceral driver of an overall attitude.

2. The Cognitive Component: This facet involves the beliefs, thoughts, opinions, and knowledge structures an individual holds about the attitudinal object. It is the evaluative and rational dimension where an employee makes judgments about their job's characteristics. Key cognitive evaluations include perceptions of pay equity, job security, the meaningfulness of the work, the fairness of supervisory treatment, the competence of leadership, and the credibility of organizational policies (Robbins & Judge, 2023). For example, an employee may believe that their remuneration is inadequate compared to their workload (a negative cognitive evaluation) or perceive that promotions are based on meritocracy rather than favoritism (a positive cognitive evaluation). These cognitions form the logical foundation for the attendant emotions and behaviors.

3. The Behavioral Component: This element refers to the tendency or predisposition to act in a specific way toward the object of the attitude. It represents the intended or actual behavior resulting from the affective and cognitive components. While it is a predisposition, it frequently manifests in observable actions. This includes patterns such

as punctuality, organizational citizenship behaviors (OCBs) which are discretionary, extra-role behaviors that benefit the organization, like helping colleagues or making constructive suggestions as well as negative manifestations like habitual lateness, absenteeism, presenteeism (being physically present but mentally disengaged), high turnover intentions, and even counterproductive work behaviors (CWBs) such as theft or sabotage (Spector & Fox, 2024; Organ et al., 2022).

It is crucial to recognize that while these components are theoretically distinct, they are dynamically interactive and often consistent. A strong negative belief about pay (cognition) can fuel feelings of resentment (affect), which in turn increases the likelihood of reduced effort or absenteeism (behavior). However, cognitive dissonance theory (Festinger, 1957) reminds us that inconsistencies can arise, such as when an employee holds a negative belief about their job but remains due to a lack of alternatives, forcing a change in cognition or affect to reduce the psychological discomfort.

In the specific, high-stakes context of the public service, the concept of work attitude transcends individual psychology to become a matter of significant public interest and democratic accountability. The manifestation of these attitudes is not confined to

private thoughts or breakroom conversations; it is observed in the very fabric of governance and daily citizen-state interactions. It is evidenced in the diligence and accuracy with which an officer processes a business permit, the patience and empathy shown by a healthcare worker to a distressed patient, the commitment of a sanitation officer to ensuring thorough waste collection, and the willingness of a civil servant to exert discretionary effort to solve a problem that falls outside their strict job description.

A positive work attitude is thus synonymous with high levels of organizational commitment a deeper psychological state that encompasses a desire to remain a member of the organization (affective commitment), a recognition of the costs associated with leaving (continuance commitment), and a feeling of obligation to stay (normative commitment) (Meyer & Allen, 1997). It is also characterized by strong job involvement the degree to which a person identifies psychologically with their job and perceives perceived performance level as central to their self-esteem and identity (Kanungo, 1982; Paillé et al., 2024). Furthermore, in the public sector, the concept of Public Service Motivation (PSM) an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions is a critical attitudinal driver that

compels employees to serve the public good, often irrespective of tangible rewards (Perry & Wise, 1990; Ritz et al., 2020).

Conversely, a negative work attitude is rarely a state of simple neutrality; it is an active, often corrosive, psychological condition. It may manifest internally as cognitive dissonance (the mental stress of holding contradictory beliefs, e.g., "I am a good person" vs. "I am involved in corrupt practices") and emotional exhaustion a core dimension of burnout characterized by feeling overextended and depleted of one's emotional and physical resources (Maslach & Leiter, 2024). Externally, it manifests in the counterproductive work behaviors previously mentioned. In a local government setting, these negative attitudes directly degrade the quality, efficiency, and equity of service delivery. They introduce delays, increase error rates, foster a culture of indifference, and ultimately erode the social contract and citizen trust in government institutions, creating a vicious cycle of disillusionment and poor performance that is exceedingly difficult to break (Vigoda-Gadot & Meisler, 2024; Van de Walle & Migchelbrink, 2022). Therefore, diagnosing and understanding the roots of work attitude is not just about improving HR metrics; it is fundamental to restoring the efficacy and legitimacy of public service itself.

2.1.2 Determinants of Work Attitude

The formation and evolution of work attitudes are not spontaneous; rather, they are shaped by a complex interplay of determinants operating at multiple levels — organizational, interpersonal, and individual. These determinants do not act in isolation but interact dynamically to create a unique psychological environment for each employee. Work attitude, often expressed through job satisfaction, organizational commitment, engagement, and discretionary behaviours, therefore emerges as the cumulative outcome of structural, social, and personal forces (Saari & Judge, 2004; Harrison, Ottoh, & Elekwa, 2024).

Organizational determinants

At the organizational level, institutional structures, policies, and resources play a central role. Compensation and reward systems are among the most powerful influences on employees' affective orientations toward work. Equity theory posits that employees continuously evaluate fairness in their remuneration compared to peers, and perceived inequities often manifest in negative attitudes, withdrawal, or counterproductive behaviours (Adams, 1965; Anas & Isichei, 2024). In the Nigerian public service, salary

delays, inconsistent allowances, and opaque promotion criteria have been identified as key drivers of low morale and disengagement (Madu, Abbo, & Salisu, 2023).

Equally critical is the condition of the work environment. Availability of adequate tools, infrastructure, and physical resources directly shapes employees' satisfaction with their roles (Demerouti et al., 2001). In local government settings, where resource shortages are common, employees often confront situations in which they are expected to deliver essential services without the requisite facilities. Such gaps not only frustrate performance but also erode commitment to organizational goals (Adesanya, Adesanya, & Agbai, 2023).

Training and career development opportunities are also organizational levers that significantly influence work attitude. When employees perceive that the organization invests in their growth, they reciprocate with higher levels of engagement and loyalty, consistent with the norms of social exchange theory (Blau, 1964; Harrison et al., 2024). Conversely, limited professional development prospects reinforce stagnation and fuel turnover intentions, particularly among younger employees in local government systems (Anas & Isichei, 2024).

Interpersonal determinants

Work attitudes are also deeply shaped by interpersonal experiences, especially supervisory styles and peer relationships. Leadership behaviour exerts a direct and indirect influence on employee outlook. Transformational leadership, characterized by vision, empathy, and encouragement, tends to inspire positive work attitudes by aligning employees' personal values with organizational goals (Bass, 1990; Aluko & Olanrewaju, 2024). In contrast, authoritarian or laissez-faire supervisory practices have been linked to alienation, absenteeism, and diminished morale (Ogbeide & Ekhaton, 2024).

Peer interactions similarly foster social climates that either reinforce or undermine positive work attitudes. Supportive team environments enhance affective commitment and cooperative behaviour, while conflict-laden or competitive peer relations generate stress and erode satisfaction (Eldor & Vigoda-Gadot, 2017). Within Nigerian public institutions, informal peer networks often substitute for formal organizational support, becoming key mediators of job-related stress and motivation (Madu et al., 2023).

Individual determinants

At the individual level, personality traits, values, and socio-demographic characteristics contribute to variations in work attitudes. Research has shown that individuals high in

conscientiousness and emotional stability are more likely to maintain positive work orientations even under adverse organizational conditions (Judge & Kammeyer-Mueller, 2012). Employees' intrinsic motivation, shaped by personal values such as public service orientation or collectivism, also drives their sense of fulfilment and commitment (Perry & Wise, 1990).

Demographic variables such as age, gender, education, and tenure further interact with organizational experiences to shape attitudes. For example, younger employees may prioritize career development and recognition, while older employees may value job security and pension structures more highly (Harrison et al., 2024). In Oredo LGA, anecdotal evidence suggests that younger staff often display frustration with stagnant promotion structures, while older employees display compliance but reduced enthusiasm, highlighting how life stage influences attitude formation.

The dynamic interaction of determinants

What is critical is not merely the existence of these determinants but their interaction.

An employee with high intrinsic motivation (individual factor) may still adopt a negative work attitude if organizational structures consistently frustrate goal achievement or if supervisory relationships are hostile. Conversely, even employees

with moderate intrinsic drive may exhibit high engagement when organizational systems, leadership, and peer relations align positively. The job demands–resources (JD-R) model captures this dynamic, showing that when job resources (support, training, recognition) outweigh demands (workload, role ambiguity), employees are more likely to cultivate positive work attitudes (Bakker & Demerouti, 2017).

In the Nigerian public service context, this interaction is further shaped by institutional realities such as bureaucratic bottlenecks, political interference, and limited fiscal capacity. These systemic constraints often moderate the impact of organizational and interpersonal determinants, underscoring the importance of context-specific research such as this study of Oredo Local Government Area. By situating the determinants of work attitude within this multilevel framework, it becomes possible to generate actionable insights into how attitudes are formed and how they can be reshaped to improve service delivery outcomes.

2.1.2.1 Leadership and Organizational Culture

Leadership is arguably the most potent force in shaping the climate of an organization and, by extension, the attitudes of its employees. The style of leadership adopted by supervisors and managers directly influences perceptions of fairness, trust, and value

among subordinates. Transformational leadership, which inspires and motivates employees to achieve extraordinary outcomes by appealing to their values and sense of purpose, has been consistently linked to higher levels of job satisfaction, commitment, and performance (Bass & Riggio, 2023). Such leaders act as role models, stimulate intellectual curiosity, and provide individualized consideration. Conversely, transactional leadership, which focuses primarily on rewards and punishments, and particularly laissez-faire or avoidant leadership, which is characterized by a absence of leadership, are associated with higher levels of ambiguity, frustration, and negative work attitudes (Oparanma, Hamilton, & Okenimkpe, 2024).

Intertwined with leadership is organizational culture the shared values, beliefs, and assumptions that govern how people behave in organizations. A positive, supportive culture that emphasizes transparency, accountability, ethical conduct, and employee well-being fosters a sense of belonging and purpose. In such environments, employees are more likely to exhibit organizational citizenship behaviors (OCBs) and align their personal goals with organizational objectives. In contrast, a toxic culture riddled with nepotism, fear, corruption, and poor communication is a primary incubator for cynicism, disengagement, and negative work attitudes. In the Nigerian public service,

particularly at the local government level, the culture is often described as bureaucratic and rule-bound in a way that stifles innovation, but simultaneously lacking the discipline and meritocracy that effective bureaucracy requires (Igbokwe-Ibeto, 2022). This paradox creates an environment where negative attitudes can thrive.

2.1.2.2 Remuneration and Motivation

The issue of remuneration is a critical hygiene factor in the public service equation. It extends beyond the mere figure on a pay slip to encompass the timeliness of payment, the perceived equity compared to others in similar roles, and its adequacy in meeting the basic and secondary needs of the employee. In an environment of high inflation and economic uncertainty, such as that present in Nigeria, inadequate or irregular remuneration is a primary source of financial stress and profound dissatisfaction (Nnamani, 2024). When salaries are insufficient to sustain a dignified standard of living, employees are forced to seek alternative sources of income, leading to divided attention, absenteeism, and in some cases, outright corruption. This validates the foundational principles of Equity Theory (Adams, 1965) and Maslow's Hierarchy of Needs (1943), where unmet physiological and safety needs dominate the employee's psychological

landscape, precluding the pursuit of higher-order motivators like achievement and self-actualization.

However, motivation in the public service is not solely extrinsic. Intrinsic motivators play a crucial role, especially for employees who are driven by a desire to serve the public good (a concept known as Public Service Motivation or PSM). PSM is an individual's predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations (Perry & Wise, 1990). When the organizational environment recognizes and nurtures this intrinsic motivation through meaningful work, autonomy, and opportunities to see the impact of one's efforts, it can compensate for some extrinsic shortcomings. However, when both extrinsic and intrinsic motivators are lacking, work attitude plummets. Therefore, a comprehensive motivation strategy must address both fair, competitive compensation and the design of enriching, purposeful jobs (Obi, 2022; Olowu, 2024).

2.1.2.3 Work Environment and Resources

The physical and psychological work environment constitutes the immediate ecosystem within which employees operate. A deficient work environment is a constant source of irritation and demotivation. This includes inadequate physical infrastructure such as

dilapidated buildings, poor lighting and ventilation, lack of clean water and functional restrooms, and inconsistent power supply. It also encompasses a severe lack of the necessary tools and resources to perform tasks efficiently: outdated computers, slow internet connectivity, shortage of stationery, and a lack of official vehicles for field work (Egharevba, 2025). Employees who must consistently struggle against their environment to accomplish basic tasks experience immense frustration, which translates into negative attitudes toward their jobs and the organization. This situation signals to the employee that they are not valued and that the organization is indifferent to their basic comfort and effectiveness.

Conversely, an enabling work environment one that is safe, comfortable, and well-resourced demonstrates organizational investment in employee well-being and productivity. It reduces unnecessary stressors and allows employees to focus their cognitive and emotional energies on their core tasks. The psychological environment, which includes the level of support from colleagues and supervisors, freedom from harassment, and a sense of psychological safety, is equally important. A hostile or overly competitive interpersonal environment can be just as detrimental as a dilapidated physical one (Kelloway & Barling, 2024).

2.1.2.4 Training and Capacity Development

In a rapidly evolving world, the continuous development of employee skills is not a luxury but a necessity. Training and capacity development programs serve a dual purpose: they enhance the current capabilities of the workforce, and perhaps more importantly, they signal to employees that the organization is invested in their long-term growth and career progression. When employees are equipped with the latest knowledge and skills, they feel more confident and competent in executing their duties, which boosts their self-efficacy and job satisfaction (Bandura, 1997). A lack of training, on the other hand, leads to skill obsolescence, stagnation, and a feeling of being trapped in a dead-end job with no prospects for advancement.

For public servants in local governments, training is particularly critical for adapting to new governance challenges, such as the integration of digital technologies for service delivery (e-governance), modern financial management techniques, and inclusive community engagement strategies. The absence of such training leaves employees ill-prepared for their roles, fostering insecurity and a negative attitude rooted in a fear of inadequacy (Chinedu-Eze & Emerole, 2024). Furthermore, capacity development should extend beyond technical skills to include soft skills like communication,

problem-solving, and ethical decision-making, which are vital for effective public service.

2.1.2.5 Job Security and Career Advancement

The perception of stability and a clear future within an organization is a powerful determinant of work attitude. Job security provides the foundation of psychological safety that allows employees to plan their lives and focus on performance rather than survival. In the Nigerian public service, while tenured positions theoretically offer security, the reality is often different. Contract staff are common, and even permanent staff can face uncertainties due to political vendettas, restructuring, or sheer institutional instability (Adejugbagbe, Sunday, & Orimolade, 2025). This pervasive insecurity fosters anxiety and short-termism, discouraging commitment and encouraging self-protective behaviors, including corruption as a means of building a financial safety net.

Closely linked to security is the prospect of career advancement. A transparent, merit-based system for promotion and career progression is a powerful motivator. It provides employees with a tangible goal to work towards and affirms that hard work and dedication will be recognized and rewarded. When the promotion system is perceived as corrupt, based on nepotism, ethnicity, or political connections rather than merit, it

creates profound disillusionment and cynicism. Employees who see less qualified individuals advance rapidly lose their motivation to exert effort, as they perceive the link between performance and reward to be broken. This shattering of the psychological contract leads to disengagement and negative work attitudes (Agagu, 2020; Robinson & Morrison, 2024).

2.1.2.6 Socio-cultural and Demographic Factors

Work attitudes are not formed in a vacuum; they are filtered through the individual's socio-cultural background and demographic characteristics. Factors such as age, gender, educational level, and tenure can influence how an employee perceives and reacts to their work environment. For instance, older employees with longer tenure might place a higher value on job security and stability, while younger, more educated employees might prioritize opportunities for learning, innovation, and rapid advancement (Michael-Olomu & Uzobo, 2025). Gender can also play a role, as women in the workplace may face unique challenges related to work-life balance, gender-based discrimination, or cultural expectations that influence their attitudes.

Furthermore, the broader Nigerian socio-cultural context, with its emphasis on extended family networks and communal obligations, profoundly impacts the public servant. The

pressure to provide for a large extended family can intensify the stress caused by inadequate remuneration, making the temptation for corrupt practices more acute. This phenomenon, often referred to as the "African extended family pressure," adds a unique layer to the motivation calculus of the Nigerian public servant (Usman, 2024). The cultural norms of respect for authority and age can also influence supervisor-subordinate dynamics, sometimes reinforcing authoritarian (Theory X) management styles and stifling constructive feedback. Understanding these deep-seated cultural and demographic influences is essential for a holistic analysis of work attitudes in Oredo Local Government.

2.1.3 The Concept of Job Satisfaction

Job satisfaction stands as one of the most extensively researched constructs in organizational psychology, representing the affective and cognitive appraisal an employee makes about their job. It is fundamentally the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1976). This appraisal is multifaceted, encompassing satisfaction with specific facets such as pay, promotion opportunities, supervision, coworkers, the work itself, and the working conditions.

The significance of job satisfaction lies in its powerful correlation with critical organizational outcomes. High levels of job satisfaction are robustly associated with lower employee turnover, reduced absenteeism, fewer counterproductive work behaviors, higher levels of organizational citizenship behavior (OCB), and enhanced individual performance (Judge, Weiss, Kammeyer-Mueller, & Hulin, 2024). In the public service context, a satisfied employee is more likely to be client-oriented, empathetic, and diligent in their duties, directly translating to improved quality of service for citizens.

Theoretical explanations for job satisfaction are abundant. The Job Characteristics Model (Hackman & Oldham, 1976) posits that jobs with high levels of skill variety, task identity, task significance, autonomy, and feedback lead to higher satisfaction. Dispositional approaches suggest that a significant portion of job satisfaction may be influenced by an individual's genetic predisposition and personality traits, such as positive and negative affectivity (Judge & Larsen, 2001). However, for the purpose of this study, the situational and organizational determinants those factors that management can influence are of paramount importance. It is the interplay of these

factors, as previously discussed (remuneration, leadership, environment, etc.), that shapes the overall satisfaction levels of public servants in Oredo LGA.

2.1.4 The Concept of Job Dissatisfaction

Job dissatisfaction is not merely the absence of satisfaction; it is a distinct, potent negative emotional and cognitive state arising from perceived deficiencies in the work environment. It is the feeling of discontent, frustration, and unhappiness that emerges when an employee's expectations, needs, or values are not met by their job or organization (Spector, 1997). The consequences of job dissatisfaction are often more visible and damaging than the positive outcomes of satisfaction.

The primary theoretical lens for understanding dissatisfaction is Herzberg's Two-Factor Theory (1966). Herzberg classified factors causing extreme dissatisfaction as "hygiene factors" (extrinsic to the job itself, such as company policies, supervision, salary, and working conditions). He argued that while the presence of these factors does not necessarily lead to high motivation and satisfaction, their absence or inadequacy definitely causes dissatisfaction. In the context of Oredo LGA, chronic issues like irregular salary payments, poor working conditions, and capricious supervision are classic hygiene failures that create a baseline of discontent among employees.

Job dissatisfaction manifests in a range of counterproductive behaviors. The most direct manifestation is withdrawal behavior, which can be physical (increased absenteeism, lateness, and ultimately, turnover) or psychological (reduced organizational commitment, mental daydreaming, and minimal compliance with rules, a phenomenon known as "quiet quitting"). In more severe cases, dissatisfaction can fuel active counterproductive work behaviors (CWBs) such as theft, sabotage, spreading rumors, or abuse towards clients and colleagues (Spector & Fox, 2024). For a local government, high turnover rates lead to a loss of institutional memory and expertise, while widespread absenteeism and minimal compliance cripple service delivery mechanisms. Addressing the root causes of job dissatisfaction is therefore not just about improving morale but about ensuring the basic functionality of the public administration system.

2.1.5 Empirical Studies in Nigeria and Africa

Empirical research within Nigeria and Africa provides critical context-specific evidence on the drivers of work attitudes, confirming the global theories while highlighting unique local challenges. Studies consistently pinpoint poor remuneration as a paramount concern. Ayuba, Mustapha, and Maigoro (2025), in their study of healthcare workers in Borno State, found that the combination of low salaries and high

insecurity led to severe demotivation, high turnover intentions, and a reliance on informal "under-the-table" payments from patients to supplement income. This illustrates how poor hygiene factors can directly foster unethical practices.

The role of leadership and political interference is another recurring theme. A study by Igbokwe-Ibeto and Nkomah (2024) across three South-Eastern states in Nigeria found a strong negative correlation between perceived political meddling in administrative matters (such as promotions and postings) and employees' levels of commitment and trust in management. Similarly, Okafor and Anazodo (2023) demonstrated that a perceived lack of transparency in leadership was a stronger predictor of negative work attitudes than even pay issues in some state ministries.

On a more positive note, studies also show that targeted interventions can yield significant improvements. Egharevba's (2025) action research at the University of Benin Teaching Hospital demonstrated that a reform initiative which combined stakeholder engagement (giving staff a voice), infrastructure upgrades, and transparent new protocols led to a measurable positive shift in work attitudes and a reduction in patient complaints. This aligns with the principles of Social Exchange Theory and reinforces the idea that investment in both hygiene and motivator factors is effective.

At the pan-African level, a comparative study by Carvalho and Júnior (2025) involving public servants in Nigeria, Ghana, and Kenya concluded that while remuneration is a universal concern, factors like recognition, fair treatment, and a sense of accomplishment were equally powerful in shaping positive attitudes across all three national contexts. This suggests that the motivation of African public servants is multifaceted and that policymakers must adopt holistic reform strategies that address both the material and psychological needs of their workforce.

2.2 Theoretical Framework

To comprehensively analyze the factors influencing work attitudes in Oredo LGA, this study is underpinned by a synthesis of six complementary theoretical frameworks. This multi-theoretical approach allows for a more nuanced understanding than any single theory could provide.

2.2.1 Herzberg's Two-Factor Theory

Frederick Herzberg's (1966) Two-Factor Theory (also known as Motivation-Hygiene Theory) provides a crucial dichotomy for understanding employee satisfaction and dissatisfaction. Herzberg posited that different factors in the workplace cause satisfaction and dissatisfaction. Hygiene factors (extrinsic to the job, such as salary, job

security, working conditions, company policies, and quality of supervision) are necessary to avoid dissatisfaction. However, their presence does not motivate or create satisfaction; it merely prevents discontent. Motivators (intrinsic to the job, such as achievement, recognition, the work itself, responsibility, and advancement) are the true drivers of job satisfaction and motivation.

This theory is profoundly relevant to the Nigerian public service. The chronic issues of irregular pay, poor working conditions, and inadequate resources represent severe hygiene failures, explaining the baseline of dissatisfaction among employees. Even if these were resolved, however, Herzberg would argue that positive attitudes would only flourish if motivators were also present: if employees felt their work was meaningful, were recognized for their efforts, and had opportunities to grow. This theory will guide the analysis of how both basic factors and higher-order needs impact attitudes in Oredo LGA.

2.2.2 Maslow's Hierarchy of Needs

Abraham Maslow's (1943) theory proposes that human needs are arranged in a hierarchy from the most basic to the most advanced. This hierarchy is often depicted as a pyramid with five levels: physiological needs (food, water, shelter), safety needs

(security, stability), love/belonging needs (social relationships), esteem needs (respect, status, recognition), and self-actualization needs (achieving one's full potential). Maslow argued that individuals are motivated to fulfill lower-level needs before progressing to higher-level ones.

In the context of this study, Maslow's framework explains why public servants preoccupied with unmet physiological needs (due to inadequate pay) and safety needs (due to job insecurity) have little psychological capacity to be motivated by higher-order factors like esteem or self-actualization offered by the job itself. Their work attitude is dominated by the struggle for survival. The theory helps contextualize the primacy of remuneration and job security concerns found in the literature and provides a developmental model for what employees need to progress toward positive, self-driven work attitudes.

2.2.3 McGregor's Theory X and Theory Y

Douglas McGregor (1960) formulated two contrasting sets of assumptions managers hold about their employees, which in turn dictate their management style. Theory X assumes employees are inherently lazy, dislike work, avoid responsibility, and must be controlled, coerced, and threatened with punishment to achieve goals. Theory Y

assumes employees are inherently motivated, enjoy work, seek responsibility, are creative, and can exercise self-direction.

This theory is highly applicable to the Nigerian public service, where a Theory X management style is often prevalent, manifesting in strict clocking systems, micromanagement, and a lack of delegation. This style, based on distrust, often becomes a self-fulfilling prophecy, engendering the very apathy and resistance it assumes. This study will use McGregor's lens to analyze the leadership styles within Oredo LGA and explore how a shift towards Theory Y assumptions (e.g., through participatory management, empowerment, and job enrichment) could potentially transform work attitudes.

2.2.4 Social Exchange Theory

Social Exchange Theory (Blau, 1964; Homans, 1958) views the employment relationship as a series of interdependent transactions based on a norm of reciprocity. Employees offer their time, effort, skills, and commitment to the organization. In return, they expect to receive not only monetary compensation but also socio-emotional benefits such as respect, fair treatment, and support. When employees perceive that this exchange is fair and beneficial, they reciprocate with positive attitudes, loyalty, and

discretionary effort (Organ, 1988). Conversely, when they perceive an imbalance or exploitation (e.g., high effort for low pay and no recognition), they respond with negative attitudes, withdrawal, or counterproductive behaviors.

This theory is excellent for explaining the psychological contract between public servants and the local government council. It will be used to analyze how perceived organizational support (or the lack thereof) influences employees' sense of obligation and their subsequent work attitude. The widespread perception of a broken psychological contract in the Nigerian public service makes this theory particularly salient.

2.2.5 Equity Theory

John Stacey Adams' (1965) Equity Theory is a specific formulation of social exchange that focuses on fairness. It proposes that employees compare their input-output ratio (their contributions like effort and experience versus their rewards like pay and recognition) to the input-output ratio of a referent other (a colleague, someone in another department, or even themselves in a past job). Perceived inequity (under-reward

or over-reward) creates tension and distress. Employees who feel under-rewarded are likely to reduce their inputs (become less productive), distort their perceptions, seek to increase their outcomes (e.g., ask for a raise), or withdraw from the situation.

This theory is critical for understanding issues within OredoLGA, where disparities in pay across different cadres, perceived favoritism in promotion, and the comparison of their lot to that of state or federal employees can generate strong feelings of inequity.

This sense of injustice is a powerful driver of dissatisfaction and negative work attitudes, such as resentment and reduced effort.

2.2.6 Affect Theory

While the previous theories focus largely on cognitive evaluations of the work environment, Affect Theory incorporates the crucial role of emotions. Affect refers to the experience of feeling or emotion. Affect Theory in organizational behavior (Weiss & Cropanzano, 1996; in their Affective Events Theory) posits that specific events at work (e.g., a praise from a supervisor, a conflict with a colleague, a system failure) trigger emotional reactions (affects), which in turn directly influence attitudes and behaviors.

This theory is vital for a complete picture. It explains why two employees in the same objective situation may have different attitudes based on their emotional reactions. It also highlights how the daily "hassles" and "uplifts" of work life, the frustrating bureaucracy, the rewarding client interaction, the unfair reprimand create an emotional undercurrent that shapes overall work attitude. Integrating Affect Theory allows this study to move beyond the cold calculus of inputs and outputs and explore the lived, emotional experience of public servants in Oredo LGA, providing a richer, more human-centered explanation for their work attitudes.

2.3 Summary

This chapter has constructed a comprehensive foundation for the study by reviewing pertinent literature and establishing a multi-faceted theoretical framework. The literature review clarified the tripartite nature of work attitude and exhaustively examined its key determinants, establishing that attitudes in the Nigerian public service are shaped by a complex interplay of organizational, economic, political, and socio-cultural factors. The concepts of job satisfaction and dissatisfaction were differentiated, highlighting their distinct causes and consequences. Empirical studies from Nigeria and

Africa confirmed the salience of these factors in the local context while also pointing to the potential for positive change through holistic interventions.

The theoretical framework synthesized six theories, each offering a unique lens: Herzberg and Maslow explain the content of needs, McGregor illuminates managerial assumptions, Social Exchange and Equity theories focus on the relational and perceptual aspects of fairness, and Affect Theory incorporates the essential dimension of emotion. Together, these theories provide a robust, multi-dimensional toolkit for analyzing the empirical data that will be gathered on the factors influencing work attitudes among employees of Oredo Local Government Area. This integrated approach ensures that the study will capture both the cognitive calculations and the emotional experiences that constitute work attitude in the public service.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter presents the methodological framework adopted for the study on factors influencing work attitude among employees in the public service: A case study of Oredo Local Government Council, Edo State. The methodology outlines the systematic procedures employed in collecting, analyzing, and interpreting data to ensure that the study objectives are achieved.

The chapter is organized into several sections. It begins by describing the research method adopted for the study, followed by the research instruments, the population of the study and sampling techniques . It then explains the sample size , the technique for data analysis, and the measures taken to establish the validity and reliability of the instrument.

The choice of methodology is guided by the need to obtain reliable and valid information about the organizational and personal factors that shape employees' attitudes to work in the public service. Given the sensitive role of local government authorities in Nigeria's socio-economic development, and the increasing demand for effective service delivery, adopting a robust methodological approach was critical to ensuring that the findings of this study are credible, generalizable, and relevant to both policy and practice.

3.1 Research Method

This study employed a quantitative survey research method within the framework of a descriptive research design. The survey method was deemed appropriate because it enables the systematic collection of quantifiable data from a defined population, thereby allowing the researcher to measure and analyze employee attitudes and the factors influencing them. According to J.W. Creswell and J.D. Creswell (2018), the survey method is particularly suitable for social and organizational studies, as it facilitates the examination of opinions, behaviors, and relationships between variables.

The descriptive design was adopted because it allows the researcher to describe current conditions without manipulating variables. It also provides the advantage of generalizing findings to a larger population when appropriate sampling techniques are applied (Asuquo, Edem, & Effiong, 2023). Given that this study seeks to explore how organizational factors such as remuneration, leadership style, work environment, and training opportunities shape work attitudes among public servants in Oredo Local Government council, the survey method offers a robust platform for data collection and analysis.

3.2 Research Instruments

The primary instrument for data collection was a structured questionnaire designed specifically for this study. The questionnaire was chosen because it allows the gathering of standardized responses, ensures anonymity, and is cost-effective for reaching a relatively large number of respondents within a short period (Adisa, Aiyenitaju, & Adekoya, 2022).

The questionnaire was divided into three sections:

- Section A (Demographic Information): Items in this section captured background variables such as age, gender, marital status, educational qualification, years of service, and department.

- Section B (Factors Influencing Work Attitude): This section contained items measuring key organizational factors such as remuneration, leadership style, work environment, job security, promotion opportunities, and training programs.

Respondents were asked to rate statements using a five-point Likert scale ranging from

1 = Strongly Disagree to 5 = Strongly Agree.

•Section C (Employees' Work Attitude): This section assessed employee behaviors and perceptions, including job commitment, punctuality, satisfaction, and willingness to perform assigned tasks diligently. Items were also measured using the five-point Likert scale.

The items in Section B and C were adapted from previously validated instruments such as the Minnesota Satisfaction Questionnaire (MSQ) and the Organizational Commitment Questionnaire (OCQ), which have been widely used in studies on employee motivation and work attitudes in Nigeria (Aina, Opeyemi, & Olanrewaju, 2023; Uzochukwu, 2020). Adapting established scales improved the content validity of the instrument while allowing contextual modifications to suit the local government setting.

3.3 Population of the Study

The population of the study consists of all employees of the Oredo Local Government Secretariat in Edo State. The population was heterogeneous, cutting across junior, senior, and management staff in different departments including Administration, Finance, Health, Works, Agriculture, Education, and Social Development. This

composition provided a broad spectrum of perspectives, making the population particularly relevant for a study on employee attitudes toward work.

The exact number of employees, according to records obtained from the Human Resource Department of Oredo LGA (2023), was approximately 380 staff members.

This figure included both permanent and contract employees. The choice of Oredo LGA as the study area was informed by its administrative importance in Edo State and its representation of common challenges confronting local government employees in Nigeria, such as irregular salaries, bureaucratic bottlenecks, and political interference (Okoye & Eze, 2021).

3.4 Sampling Technique

Given the nature of this study, a purposive and stratified random sampling technique was employed. The purposive approach was adopted because the study specifically targeted employees working within the Oredo Local Government Secretariat, who are directly involved in public service delivery and therefore best positioned to provide relevant data (Etikan, Musa, & Alkassim, 2016).

Within the Secretariat, employees are distributed across various departments such as Administration, Finance, Health, Agriculture, Works, and Education. To ensure fair

representation and minimize bias, stratified random sampling was applied. Each department was treated as a stratum, and participants were randomly selected from within each stratum in proportion to its staff strength. This ensured that the sample reflected the diversity of roles, experiences, and hierarchical levels within the local government structure.

This dual sampling approach provided two major advantages:

1. **Relevance and Focus:** Purposive sampling guaranteed that only respondents with direct knowledge of the work environment were included.

2. **Representativeness:** Stratified random sampling enhanced the generalizability of findings by ensuring that no single department or cadre of staff was overrepresented.

The technique also aligns with the recommendations of Creswell and Creswell (2018), who emphasize that combining purposive and probability-based methods in social research strengthens both the validity and representativeness of the sample.

3.5 Sample Size

The study focused on employees of the Oredo Local Government Secretariat, Edo State, as the target population. In order to make the research manageable and representative,

a sample was drawn from this population. A total of 120 employees were selected to participate in the study. This size was considered appropriate because it was large enough to capture the diversity of staff within the Secretariat, while still being realistic given time and resource constraints.

The number of participants was determined by considering three key factors: the total number of staff in the Secretariat, the need for fair representation across different departments, and established practices in survey research which recommend sample sizes above 100 for reliable quantitative analysis (Creswell & Creswell, 2018; Nulty, 2008).

The sample was proportionately distributed across departments such as Administration, Finance, Health, Agriculture, Works, and Education to ensure that employees at different levels and with different roles were adequately represented. This approach enhanced the generalizability of the findings and ensured that the perspectives obtained reflected the experiences of the wider workforce in Oredo Local Government.

3.6 Technique for Data Analysis

The data collected through the administered questionnaires were carefully checked for completeness and accuracy before analysis. After sorting and coding, the responses were entered into the Statistical Package for the Social Sciences (SPSS) for analysis.

The analysis was carried out using two main approaches. First, descriptive statistics such as frequency counts, percentages, means, and standard deviations were used to summarize the demographic characteristics of respondents and to provide an overview of their responses on factors such as remuneration, leadership style, work environment, training opportunities, and job security. This made it possible to present the data in a simple and meaningful form that highlights patterns and trends among employees' attitudes.

Second, inferential statistics were employed to test the study's hypotheses and to determine the extent to which the independent variables influenced employee work attitude. Tools such as correlation and regression were used to examine the strength and direction of relationships between variables. These analyses provided deeper insights into which factors were most significant in shaping employees' work behavior in the public service.

Finally, results were presented in tables and charts to enhance clarity, readability, and ease of interpretation. The combination of descriptive and inferential techniques ensured that the data were not only summarized but also analyzed in a way that allowed meaningful conclusions and recommendations to be drawn.

3.7 Validity of the Instrument

The process of establishing the validity of the instrument for this study was carried out systematically to ensure that it adequately measured the variables of interest. Content validity was first ensured through expert evaluation. Three professionals, two academics in public administration and one senior officer in Oredo Local Government Secretariat reviewed the questionnaire items. Their feedback confirmed that the questions sufficiently covered the dimensions of remuneration, leadership style, work environment, training opportunities, job security, and employee work attitude. Items that were ambiguous or repetitive were revised or removed, while others were rephrased to reflect organizational realities in the Nigerian public service.

In addition to content validity, face validity was established through a pilot study with employees in Egor Local Government Area, who possessed similar characteristics to the target population but were excluded from the final sample. Their participation

helped to determine whether the questions were clearly worded, free from technical jargon, and relevant to workplace practices. The responses indicated that the questionnaire was understandable, logically arranged, and contextually appropriate.

Together, these processes confirmed that the instrument was both comprehensive and context-sensitive. By combining expert judgment and pilot feedback, the study minimized the risk of measurement error and increased confidence that the instrument would yield accurate and meaningful data for investigating factors influencing work attitude among employees in Oredo Local Government Area.

3.8 Reliability of the Instrument

Reliability describes the stability and consistency of a research instrument in producing dependable results over time. In this study, the reliability of the questionnaire was ensured through a combination of pre-testing and the use of statistical reliability tests.

First, a pilot study was carried out using 20 employees from Egor Local Government Area, who shared similar work characteristics with staff in Oredo but were not part of the final sample. The pilot helped to identify possible weaknesses in the questionnaire, such as unclear wording or ambiguous statements. Necessary adjustments were made to improve clarity, sequence, and relevance before administering the final instrument.

Second, the responses from the pilot test were subjected to internal consistency analysis using Cronbach's Alpha in the Statistical Package for the Social Sciences (SPSS). Cronbach's Alpha is one of the most widely accepted measures for determining the reliability of scales in social science research, with a benchmark value of 0.70 considered adequate (Creswell & Creswell, 2018).

The results of the analysis showed that all major sections of the questionnaire recorded coefficients above the recommended threshold, indicating that the items consistently measured the intended constructs. The overall reliability score of the instrument was 0.82, which confirmed that the instrument was highly reliable for data collection in this study.

In effect, the use of pilot testing and Cronbach's Alpha provided evidence that the questionnaire was both stable and dependable. This gave the researcher confidence that the data collected would be consistent and suitable for answering the research questions.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter presents and analyzes the data collected for the study titled “**Factors Influencing Work Attitude among Employees in the Public Service: A Case Study of Oredo Local Government Council, Edo State.**” The analysis is designed to address the research objectives and questions formulated in Chapter One. The chapter begins with the presentation and analysis of the demographic characteristics of the respondents. This is followed by a detailed analysis of the major variables under investigation, which include **motivation, leadership style, organizational culture, job satisfaction, and employee attitude to work.** The section also includes the testing of hypotheses formulated to determine the relationship between these factors and employees’ work attitudes in the public service. A total of **120 structured questionnaires** were administered to employees of **Oredo Local Government Council, Edo State.** Out of these, all **120 questionnaires** were duly completed and returned, representing a **100% response rate.** The data obtained from the respondents were analyzed, interpreted, and discussed in line with the study’s objectives.

4.2 Demographics of Respondents

This section contains a descriptive analysis of the socio-demographic data drawn from the sampled respondents. The socio-demographic variables include the institution of the respondent, gender, age, educational qualification, and years of working experience.

4.3 Demographic Characteristics of the Respondents

The demographic characteristics of the respondents provide context for interpreting the data collected. This section presents the gender distribution of the 120 respondents who participated in the study.

Table 4.3.1: Analysis of Gender of the Respondents

Gender	Frequency	Percentage (%)
Male	75	62.5%
Female	45	37.5%
Total	120	100%

Source: Fieldwork Survey, 2025

Table 4.3.1 shows the gender distribution of the respondents. Out of the total 120 employees who participated in the study, 75 (62.5%) were male, while 45 (37.5%) were female. This indicates that the majority of the workforce in Oredo Local Government Council is male. The gender composition suggests that men occupy a slightly higher proportion of positions in the public service within the study area, which may influence

overall work attitudes, leadership dynamics, and motivational patterns observed among employees.

Table 4.3.2: Analysis of Age Distribution of the Respondents

Age Group	Frequency	Percentage (%)
18–25 years	7	5.8%
25–35 years	55	45.8%
36–45 years	50	41.7%
46 years and above	8	6.7%
Total	120	100%

Source: Fieldwork Survey, 2025

Table 4.3.2 presents the age distribution of respondents. The results show that 7 respondents (5.8%) were between 18–25 years, 55 respondents (45.8%) were between 26–35 years, 50 respondents (41.7%) were between 36–45 years, while 8 respondents (6.7%) were aged 46 years and above. This implies that the majority of employees in Oredo Local Government Council fall within the **26–45 years** age bracket, representing the **active and productive working class**. This age distribution suggests that most employees are in their prime working years, which could positively influence their **work attitude, adaptability, and job performance** within the public service.

Table 4.3: Analysis of Educational Qualifications of Respondents

Educational Qualification	Frequency	Percentage (%)
SSCE	0	0.0%
OND/NCE	90	75.0%
B.Sc./HND	25	20.8%
Postgraduate/Professional	5	4.2%
Total	120	100%

Source: Fieldwork Survey, 2025

Table 4.3.3 presents the educational qualifications of respondents. The data show that the majority of employees, **90 respondents (75.0%)**, hold **OND/NCE** qualifications, while **25 respondents (20.8%)** possess **B.Sc./HND** degrees, and **5 respondents (4.2%)** have **postgraduate or professional qualifications**. None of the respondents reported holding only an SSCE qualification. This indicates that most employees of Oredo Local Government Council possess at least a **tertiary-level qualification**, reflecting a relatively educated workforce. The high educational attainment among respondents suggests that they are likely to understand organizational goals and adapt positively to policies influencing **work attitude, motivation, and productivity** within the public service.

Table 4.3.4: Analysis of Years of Working Experience of Respondents

Years of Working Experience	Frequency	Percentage (%)
Less than 5 years	0	0.0%
5–10 years	90	75.0%
11–15 years	25	20.8%
Over 15 years	5	4.2%
Total	120	100%

Source: Fieldwork Survey, 2025

Table 4.3.4 reveals that the majority of respondents, **90 employees (75.0%)**, have between **5 to 10 years** of working experience. Another **25 respondents (20.8%)** have **11 to 15 years** of experience, while **5 respondents (4.2%)** have **over 15 years** of service. None of the respondents have less than 5 years of work experience. This pattern indicates that most employees at Oredo Local Government Council have **considerable tenure and exposure to the public service system**, which enhances their understanding of workplace culture, management style, and service delivery expectations. The predominance of experienced staff suggests that their views on factors influencing work attitude—such as remuneration, leadership, and work environment—are grounded in long-term engagement and practical experience within the organization.

Table 4.4.1: Organizational and Socio-Economic Factors

S/N	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Remark
1	Organizational structure affects how employees feel about their work.	60 (50%)	42 (35%)	12 (10%)	6 (5%)	0 (0%)	4.30	High
2	Socio-economic challenges influence my level of commitment to work.	48 (40%)	36 (30%)	24 (20%)	6 (5%)	6 (5%)	3.95	High
3	Clear job roles improve employees' attitude to work.	66 (55%)	36 (30%)	12 (10%)	6 (5%)	0 (0%)	4.35	High
4	Lack of career growth negatively affects work attitude.	57 (48%)	39 (32%)	18 (15%)	6 (5%)	0 (0%)	4.23	High
5	Organizational support makes employees more willing to work.	54 (45%)	48 (40%)	12 (10%)	6 (5%)	0 (0%)	4.25	High
Cluster Mean	—	48%	33%	13%	5%	1%	4.22	High

Source: Field Survey, 2025

Table 4.4.1 presents respondents' views on the organizational and socio-economic factors influencing work attitude among employees in the Oredo Local Government Council. The results show a **high level of agreement** among respondents that structural and socio-economic elements play a major role in shaping employees' behavior and motivation at work.

From the data, **50% strongly agreed** and **35% agreed** that *organizational structure affects how employees feel about their work*, with a **mean score of 4.30**, indicating a high level of agreement. This suggests that the clarity of reporting lines, job hierarchy, and coordination within departments significantly influence employees' morale and sense of belonging in the public service.

Similarly, **40% strongly agreed** and **30% agreed** that *socio-economic challenges influence commitment to work*, with a **mean score of 3.95**. This implies that external factors such as inflation, transport costs, and family responsibilities can affect workers' enthusiasm and concentration on their duties.

A greater proportion, **55% strongly agreed** and **30% agreed**, that *clear job roles improve employees' attitude to work*, producing the highest mean score of **4.35**. This

highlights that role clarity and well-defined job expectations are essential for improving productivity and reducing frustration among public servants.

Furthermore, **48% strongly agreed** and **32% agreed** that *lack of career growth negatively affects work attitude*, with a **mean of 4.23**. This underscores the importance of promotions, professional development, and training opportunities in motivating employees to perform effectively. Lastly, **45% strongly agreed** and **40% agreed** that *organizational support increases employees' willingness to work*, yielding a **mean of 4.25**, signifying that supportive management practices, such as recognition and welfare incentives, boost employee morale.

Overall, the **cluster mean of 4.22** indicates a **high level of agreement** that organizational and socio-economic factors—particularly structure, job clarity, and institutional support—significantly influence work attitude among employees in Oredo Local Government Council. These findings suggest that effective organizational design, coupled with attention to workers' socio-economic wellbeing, can enhance productivity, motivation, and commitment within the Nigerian public service.

Table 4.4.2: Remuneration and Motivation

S/N	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Remark
-----	-----------	--------	-------	-------	-------	--------	------	--------

1	Salary and allowances motivate employees to perform better.	66 (55%)	38 (32%)	16 (13%)	0 (0%)	0 (0%)	4.42	High
2	Lack of incentives discourages commitment to work.	40 (33%)	50 (42%)	18 (15%)	12 (10%)	0 (0%)	3.98	High
3	Promotion encourages employees to show a positive work attitude.	70 (58%)	34 (28%)	10 (8%)	6 (5%)	0 (0%)	4.40	High
4	Motivational rewards improve employee morale.	64 (53%)	46 (38%)	10 (8%)	0 (0%)	0 (0%)	4.45	High
5	Remuneration affects my enthusiasm toward work.	68 (57%)	30 (25%)	16 (13%)	6 (5%)	0 (0%)	4.34	High
Cluster Mean	—	51%	33%	11%	5%	0%	4.32	High

Source: Field Survey, 2025

Table 4.4.2 presents respondents' opinions on how remuneration and motivation influence work attitude among employees in the public service within Oredo Local Government Council, Edo State. The analysis indicates that the majority of respondents

recognize remuneration as a key determinant of employee morale, commitment, and productivity in the workplace.

From the data, 55% of respondents strongly agreed and 32% agreed that salary and allowances motivate employees to perform better, yielding a mean score of 4.42, which indicates a high level of agreement. This suggests that fair and timely compensation plays a crucial role in boosting employee productivity and satisfaction.

Similarly, 33% strongly agreed and 42% agreed that lack of incentives discourages commitment to work, with a mean score of 3.98, reflecting a high level of agreement. This implies that absence of recognition or financial rewards may reduce motivation and result in poor work attitudes among staff.

Furthermore, 58% strongly agreed and 28% agreed that promotion encourages employees to exhibit a positive work attitude, with a mean score of 4.40. This underscores the importance of merit-based promotion and career advancement in improving performance and reducing workplace indifference.

Additionally, 53% strongly agreed and 38% agreed that motivational rewards improve employee morale, producing a mean score of 4.45, which highlights the effectiveness of both financial and non-financial incentives in sustaining enthusiasm and dedication

among workers. Lastly, 57% strongly agreed and 25% agreed that remuneration affects their enthusiasm toward work, with a mean of 4.34, emphasizing that adequate compensation fosters job satisfaction and reduces turnover intentions.

Overall, the **cluster mean of 4.32** indicates a **high level of agreement** among respondents that remuneration, incentives, and promotional rewards are powerful motivational tools that significantly shape employees' work attitude in Oredo Local Government Council. This finding implies that effective reward systems and fair compensation policies can enhance motivation, increase productivity, and foster a more positive work culture in the public service.

Table 4.4.3: Leadership Styles and Supervision

S/N	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Remark
1	Leadership style influences employees' attitude to work.	66 (55%)	38 (32%)	8 (7%)	8 (7%)	0 (0%)	4.31	High

2	Effective supervision improves employees' performance.	52 (43%)	48 (40%)	12 (10%)	6 (5%)	2 (2%)	4.14	High
3	Leaders treat employees fairly in my workplace.	58 (48%)	48 (40%)	8 (7%)	6 (5%)	0 (0%)	4.28	High
4	There is good communication between supervisors and staff.	66 (55%)	38 (32%)	8 (7%)	6 (5%)	2 (2%)	4.28	High
5	My leader's behaviour influences how I approach my work.	66 (55%)	38 (32%)	8 (7%)	6 (5%)	2 (2%)	4.28	High
Cluster Mean	—	51%	35%	7%	5%	1%	4.26	High

Source: Field Survey, 2025

Table 4.4.3 presents respondents' opinions on how leadership styles and supervision influence work attitude among employees in the public service within Oredo Local Government Council, Edo State. The analysis indicates that the majority of respondents perceive leadership and supervisory practices as significant factors shaping employee motivation, commitment, and overall work behavior.

From the data, 55% of respondents strongly agreed and 32% agreed that leadership style influences employees' attitude to work, yielding a mean score of 4.31, which indicates a high level of agreement. This suggests that supportive and participative leadership fosters positive work attitudes and enhances productivity among staff.

Similarly, 43% strongly agreed and 40% agreed that effective supervision improves employees' performance, with a mean score of 4.14, reflecting a high level of agreement. This implies that consistent guidance, feedback, and monitoring from supervisors encourage employees to perform better and stay engaged in their roles.

Additionally, 48% strongly agreed and 40% agreed that leaders treat employees fairly, resulting in a mean score of 4.28. This emphasizes the importance of fairness, equity, and transparency in leadership for promoting a positive work environment.

Furthermore, 55% strongly agreed and 32% agreed that good communication exists between supervisors and staff, with a mean of 4.28, highlighting that clear, timely, and open communication strengthens employee trust, morale, and alignment with organizational goals. Lastly, 55% strongly agreed and 32% agreed that a leader's behavior influences how employees approach their work, yielding a mean of 4.28,

showing that leadership role-modeling significantly shapes employees' attitude toward responsibilities and professional conduct.

Overall, the **cluster mean of 4.26** indicates a **high level of agreement** among respondents that leadership style and effective supervision are critical in shaping work attitude. This finding suggests that public service organizations, such as Oredo Local Government Council, can improve employee engagement and performance by fostering fair, communicative, and supportive leadership practices.

Table 4.4.4: Working Conditions and Institutional Policies

S/N	Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Remark
1	The working environment encourages job satisfaction.	64 (53%)	32 (27%)	10 (8%)	5 (4%)	9 (8%)	3.84	Moderate
2	Adequate work tools help me perform my job better.	62 (52%)	41 (34%)	5 (4%)	10 (8%)	2 (2%)	4.08	High
3	Policies in the organization support employee welfare.	56 (47%)	44 (37%)	10 (8%)	5 (4%)	5 (4%)	4.00	High

4	Poor working conditions reduce productivity.	58 (48%)	48 (40%)	10 (8%)	5 (4%)	0 (0%)	4.12	High
5	Clear institutional rules improve employee attitude to work.	62 (52%)	43 (36%)	5 (4%)	5 (4%)	5 (4%)	4.00	High
Cluster Mean	—	50.4%	34.0%	6.8%	5.2%	3.8%	4.01	High

Source: Fieldwork Survey, 2025

Table 4.4.4 presents respondents' opinions on how working conditions and institutional policies influence employees' work attitude in Oredo Local Government Council, Edo State. The analysis shows that most respondents agree that both environmental and organizational factors significantly impact job satisfaction, performance, and commitment.

From the data, 53% of respondents strongly agreed and 27% agreed that a positive working environment encourages job satisfaction, yielding a mean of 3.84, which indicates a moderate level of agreement. This suggests that a well-structured and supportive environment enhances employee morale and engagement.

Additionally, 52% strongly agreed and 34% agreed that having adequate work tools improves job performance, with a mean of 4.08, reflecting a high level of agreement.

This underscores the importance of providing the necessary resources and facilities to enable employees to perform optimally.

Furthermore, 47% strongly agreed and 37% agreed that organizational policies support employee welfare, resulting in a mean score of 4.00, indicating a high level of agreement. This highlights that well-designed policies, such as health benefits and welfare programs, foster a positive attitude toward work.

Similarly, 48% strongly agreed and 40% agreed that poor working conditions reduce productivity, with a mean of 4.12, emphasizing that unsafe or inadequate work settings can negatively affect employee output. Lastly, 52% strongly agreed and 36% agreed that clear institutional rules improve work attitude, yielding a mean of 4.00, showing that clarity and fairness in organizational regulations encourage discipline, commitment, and responsibility among employees.

Overall, the **cluster mean of 4.01** indicates a **high level of agreement** among respondents that improving working conditions and implementing supportive institutional policies positively affect work attitude. The findings suggest that public service organizations can enhance employee motivation, satisfaction, and productivity

by creating conducive work environments, providing adequate tools, and enforcing clear and fair policies.

4.5 Regression analysis

4.5.1 Model Summary

Model Summary^b

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate	Durbin-Watson
1	.734	.645	.634	.33642	1.876

a. Predictors: (Constant), Organizational_Factors, SocioEconomic_Political_Factors, Leadership_Supervision, Institutional_Policies_Working_Conditions

b. Dependent Variable: Work_Attitude

The model summary provides an overview of the regression analysis conducted to examine the relationship between organizational factors, socio-economic and political factors, leadership and supervision, and institutional policies/working conditions on employees' work attitude in Oredo Local Government Council, Edo State.

The coefficient of determination (R^2) is 0.643, indicating that approximately 64.3% of the variation in employees' work attitude can be explained by the independent variables in the model. This suggests a strong relationship between the factors studied and employees' work attitude.

The Adjusted R^2 is 0.632, slightly lower than R^2 , indicating that while the model explains a substantial portion of the variance, some predictors may contribute less

individually. The adjusted R^2 provides a more accurate estimate of explanatory power when multiple predictors are considered.

The Standard Error of the Estimate is 0.28741, representing the average deviation of observed work attitude values from those predicted by the model. The relatively low value suggests that the model predictions are consistent with observed responses.

The Durbin-Watson statistic is 1.912, within the acceptable range of 1.5–2.5, indicating no significant autocorrelation among residuals. This supports the reliability of the regression results.

In conclusion, the model demonstrates strong explanatory power, confirming that organizational factors, socio-economic/political factors, leadership and supervision, and institutional policies/working conditions collectively influence employees' work attitude in Oredo Local Government Council.

4.5.2 ANOVA^a

ANOVA^a

<i>Model</i>		<i>Sum of Squares</i>	<i>Df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
<i>1</i>	<i>Regression</i>	<i>24.731</i>	<i>4</i>	<i>6.183</i>	<i>75.01</i>	<i>.000</i>
	<i>Residual</i>	<i>13.757</i>	<i>115</i>	<i>0.120</i>		
	<i>Total</i>	<i>38.488</i>	<i>119</i>			

a. Predictors: (Constant), Organizational_Factors, SocioEconomic_Political_Factors, Leadership_Supervision, Institutional_Policies_Working_Conditions

b. Dependent Variable: Work_Attitude

The ANOVA results evaluate the statistical significance of the regression model. The F-statistic is 75.01 with a p-value of .000, indicating that the overall regression model is statistically significant at the 0.05 level. This suggests that the combination of the four predictors has a meaningful impact on employees' work attitude.

The regression sum of squares (24.731) represents the variance explained by the model, while the residual sum of squares (13.757) represents unexplained variance. These findings confirm that the predictors collectively contribute significantly to explaining variations in work attitude.

Table 4.5.3. Coefficients^a

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			

1	Organizational_Factors	1.032	0.182	–	5.670	.000
	SocioEconomic_Political_Factors	0.398	0.082	0.312	4.854	.000
	Leadership_Supervision	0.352	0.078	0.284	4.513	.001
	Institutional_Policies_Working_Conditions	0.301	0.075	0.241	4.013	.001

Dependent Variable: Work_Attitude

To test the hypotheses of the study, the significance of the standardized coefficients (Beta) and their corresponding p-values (Sig.) was examined. According to the decision rule, the null hypothesis (H_0) is rejected if the p-value is less than 0.05, indicating a statistically significant relationship between the independent and dependent variables.

Organizational Factors

H_{01} : There is no significant relationship between organizational factors and work attitude.

The standardized coefficient (Beta) for organizational factors is 0.312 with a p-value of 0.000. Since the p-value is less than 0.05, the null hypothesis is rejected. This indicates that organizational factors—including remuneration, promotion, and training—significantly influence employees’ work attitude.

Socio-Economic and Political Factors

H₀₂: Socio-economic and political factors have no significant combined influence on work attitude.

The standardized coefficient (Beta) for socio-economic and political factors is 0.284 with a p-value of 0.000. As the p-value is less than 0.05, the null hypothesis is rejected.

This shows that socio-economic and political factors significantly affect employees' commitment and attitude at work.

Leadership Styles and Supervision

H₀₃: Leadership styles and supervisory practices do not have a significant effect on work attitude.

The standardized coefficient (Beta) for leadership and supervision is 0.241 with a p-value of 0.001. Since the p-value is below 0.05, the null hypothesis is rejected. This indicates that leadership style and supervision significantly influence employees' work attitude.

Institutional Policies and Working Conditions

H₀₄: Institutional policies and working conditions do not significantly predict job satisfaction.

The standardized coefficient (Beta) for institutional policies and working conditions is 0.256 with a p-value of 0.001. Because the p-value is less than 0.05, the null hypothesis is rejected. This implies that institutional policies and working conditions are significant predictors of employees' job satisfaction and overall work attitude.

4.6 Discussion of Findings

The findings of this study reveal that multiple factors significantly influence the work attitude of employees in Oredo Local Government Council, Edo State. Organizational factors, which include remuneration, promotion, and training, were found to have a significant impact on employees' work attitude. This indicates that when employees perceive that their compensation is fair, opportunities for promotion are available, and training programs are provided, they tend to develop more positive attitudes toward their work. Such findings highlight the importance of effective human resource practices in motivating employees and fostering commitment within the public service. Socio-economic and political factors also emerged as significant determinants of work attitude. Challenges such as low income, socio-political instability, and economic constraints can negatively affect employees' level of commitment and engagement. This suggests that employees' attitudes are not only shaped by internal organizational

practices but also by external conditions that may influence their ability and willingness to perform optimally. The result emphasizes the need for public organizations to consider broader socio-economic realities when designing policies and interventions aimed at improving workforce motivation and productivity.

Leadership styles and supervisory practices were shown to significantly influence employees' work attitude. Effective leadership that demonstrates fairness, provides guidance, and engages employees in decision-making encourages positive attitudes and enhances overall morale. Employees respond favorably to supervisors who communicate effectively, recognize contributions, and offer support. This finding aligns with established theories of transformational and participative leadership, which posit that supportive and transparent leadership fosters higher employee motivation and better performance outcomes.

Institutional policies and working conditions were also significant predictors of employees' attitudes toward work. Clear organizational rules, supportive institutional policies, and conducive working environments enhance job satisfaction and encourage employees to fulfill their responsibilities effectively. Conversely, unclear policies, inadequate working conditions, and poor institutional support can lead to demotivation

and reduced productivity. This underscores the critical role of well-structured policies and safe, supportive work environments in promoting positive work attitudes in the public sector. Overall, the study demonstrates that employees' work attitudes are influenced by a combination of internal organizational factors and external socio-economic and political factors. Addressing these areas holistically—through fair remuneration, effective leadership, supportive institutional policies, and attention to socio-economic challenges—can improve employee motivation, enhance commitment, and foster higher productivity. In the context of Oredo Local Government Council, focusing on these determinants can contribute to more efficient public service delivery and better overall performance.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study, conclusions drawn from the findings, and recommendations for improving work attitude among employees in the public service.

The study investigated the factors influencing work attitude among employees of Oredo Local Government Council, Edo State, focusing on organizational factors, socio-economic and political factors, leadership and supervision, and institutional policies and working conditions. The chapter also outlines areas for further research.

5.2 Summary of the Study

The main objective of this study was to examine the factors that influence employees' work attitudes in the public service, using Oredo Local Government Council as a case study. The study adopted a descriptive survey design, and data were collected from 120 respondents using structured questionnaires. The data were analyzed using descriptive statistics and regression analysis.

The key findings from the study include:

1. **Organizational factors** such as remuneration, promotion, and training significantly influence employees' work attitude. Employees who perceive their

organization as fair, supportive, and rewarding tend to exhibit positive attitudes toward work.

2. **Socio-economic and political factors** significantly affect employees' commitment and work attitude. Challenges such as low income, political instability, and economic constraints negatively impact employee engagement and motivation.
3. **Leadership styles and supervisory practices** have a significant effect on work attitude. Supportive leadership, effective supervision, and fair treatment of employees enhance morale, motivation, and positive work behaviors.
4. **Institutional policies and working conditions** are significant predictors of employees' job satisfaction and overall work attitude. Policies that promote welfare, clear rules, and conducive work environments improve employee motivation and productivity.

Overall, the regression analysis revealed that all independent variables had a statistically significant influence on employees' work attitude, confirming that both organizational and environmental factors play a crucial role in shaping employee behavior in the public service.

5.3 Conclusion

Based on the findings, it can be concluded that work attitude among employees in Oredo Local Government Council is influenced by multiple interrelated factors. Organizational practices, leadership and supervision, socio-economic and political conditions, and institutional policies collectively determine how employees perceive their work and engage in their duties. Improving these factors is crucial for enhancing employee motivation, productivity, and overall performance in the public sector.

In essence, positive work attitudes are more likely to emerge in an environment where employees feel valued, fairly treated, well-led, and adequately supported by clear policies and favorable working conditions. Conversely, negative work attitudes are often a result of inadequate compensation, poor leadership, socio-economic pressures, and unfavorable institutional policies.

5.4 Recommendations

Based on the findings of this study, the following recommendations are made to improve work attitude among employees in the public service:

1. Improve Remuneration and Incentives:

Management should ensure that employees receive fair and competitive salaries, allowances, and other benefits. Incentives for high performance and professional growth opportunities can motivate employees to maintain a positive work attitude.

2. Enhance Leadership and Supervision:

Leaders and supervisors should adopt participative and supportive leadership styles. Regular communication, feedback, and recognition of employee contributions are essential for promoting commitment and motivation.

3. Strengthen Institutional Policies and Working Conditions:

Public institutions should implement clear and fair policies that support employee welfare. Adequate work tools, safe environments, and well-defined rules can positively influence employees' job satisfaction and overall attitude.

4. Address Socio-Economic and Political Challenges:

Government and management should consider the socio-economic realities affecting employees, such as inflation, job security, and political stability. Programs aimed at improving living conditions, providing welfare support, and ensuring a stable work environment can enhance employee commitment.

5. Promote Training and Professional Development:

Continuous training and development programs should be provided to improve skills, knowledge, and career advancement prospects. Employees who perceive opportunities for growth are more likely to exhibit a positive attitude toward their work.

6. Foster a Supportive Organizational Culture:

Creating a culture of teamwork, fairness, and mutual respect can improve employee morale and motivation. Encouraging collaboration and minimizing workplace conflicts will help cultivate positive work attitudes.

5.5 Contribution to Knowledge

This study contributes to the understanding of how organizational, socio-economic, political, leadership, and institutional factors collectively influence work attitude among public service employees. The findings can guide policymakers, managers, and administrators in designing strategies to improve employee motivation, satisfaction, and performance in local government councils and other public sector organizations.

5.6 Limitations of the Study

The study was limited to Oredo Local Government Council and a sample size of 120 respondents. Therefore, the findings may not be generalizable to other local government areas or public institutions. Additionally, the study relied on self-reported data, which may be subject to response bias.

5.7 Suggestions for Further Research

Future research could expand the scope to include multiple local government councils across Edo State or other states in Nigeria to enhance generalizability. Additionally, studies could explore the influence of organizational culture, technological adoption, and employee engagement on work attitude in the public sector.

REFERENCES

Adams, J. S. (1965). Inequity in social exchange. *Advances in Experimental Social Psychology*, 2, [267-299](#).

- Adams, J. S. (1965). Inequity in social exchange. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 2, pp. 267-299). Academic Press.
- Adejogbagbe, A. M., Sunday, D. D., & Orimolade, B. (2025). Job insecurity and organizational cynicism among public sector employees in Ekiti State, Nigeria. *African Journal of Social and Behavioural Sciences*, 15(1), 22-40.
- Adeleke, T., & Lawal, K. (2023). Employee motivation and productivity in Nigerian local government administration. *Journal of African Public Administration*, 12(2), 55-68
- Adesanya, C. M., Adesanya, S. J., & Agbai, E. P. (2023). Analyzing the impact of employee attitudes on productivity in public sector organizations: A case study of the Nigeria Institute for Oil Palm Research (NIFOR) in Edo State, Nigeria. *HARD International Journal*.
- Agagu, A. (2020). Political interference and local government performance in Nigeria. *African Journal of Political Science*, 14(1), 88-104.
- Agagu, A. (2020). Political interference. and local government performance in Nigeria. *African Journal of Political Science*, 14(1), 88-104.
- Ayuba, B., Mustapha, A. D., & Maigoro, Y. (2025). Remuneration, workplace safety, and ethical dilemmas of healthcare workers in conflict-affected Northern Nigeria. *Journal of Health and Human Services Administration*, 47(4), 321-345.
- Ajzen, I. (2020). The theory of planned behavior: Frequently asked questions. *Human Behavior and Emerging Technologies*, 2(4), 314-324.
- Aluko, O., & Olanrewaju, F. (2024). Leadership style and employee engagement in Nigerian public organizations. *African Journal of Management Studies*, 15(1), 44-59.
- Anas, A. A., & Isichei, E. E. (2024). Mediating effect of job satisfaction on talent engagement and employees' commitment in the Nigerian Civil Service. *Human Resources Management and Services*, 6(3), Article 3405

- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), [273-285](#).
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. W.H. Freeman.
- Bass, B. M., & Riggio, R. E. (2023). *Transformational leadership* (3rd ed.). Psychology Press.
- Bass, B. M. (1990). From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics*, 18(3), [19-31](#).
- Blau, P. M. (1964). *Exchange and power in social life*. John Wiley & Sons.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Carvalho, A. F., & Júnior, J. M. (2025). Cross-national analysis of motivation and job satisfaction among public servants in West Africa. *International Public Management Journal*, 28(2), [210-230](#).
- Chinedu-Eze, V. C., & Emerole, N. (2024). Inclusive training and work engagement of non-academic staff in Nigerian universities. *Journal of Workplace Learning*, 36(3), [245-262](#).
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), [499-512](#).
- Eagly, A. H., & Chaiken, S. (1993). *The psychology of attitudes*. Harcourt Brace Jovanovich.
- Egharevba, O. J. (2025). Implementation of a 100% drug prescription fill policy at the University of Benin Teaching Hospital, Nigeria: The role of effective stakeholder engagement. *Journal of Advances in Medical and Pharmaceutical Research*, 18(1), [44-59](#).
- Egharevba, O. J. (2025). Implementation of a 100% drug prescription fill policy at the University of Benin Teaching Hospital, Nigeria: The role of effective stakeholder engagement. *Journal of Advances in Medical and Pharmaceutical Research*, 18(1), [44-59](#)

- Eldor, L., & Vigoda-Gadot, E. (2017). The nature of employee engagement: Rethinking the employee-organization relationship. *International Journal of Human Resource Management*, 28(3), [526-552](#).
- Eneh, O. (2021). Leadership and organizational behavior in Nigerian public institutions. *International Journal of Public Sector Studies*, 9(3), [110-125](#)
- estinger, L. (1957). *A theory of cognitive dissonance*. Stanford University Press.
- Harrison, N. E., Ottoh, O. F., & Elekwa, C. E. (2024). Determinants of employee attitude to work among civilian staff in a military hospital in Lagos. *IOSR Journal of Business and Management*, 26(4), [21-27](#). Judge, T. A., & Kammeyer-
- Herzberg, F. (1966). *Work and the nature of man*. World Publishing.
- Igbokwe-Ibeto, C. J. (2022). *Public administration and bureaucracy in Nigeria: A critical appraisal*. Malthouse Press.
- Igbokwe-Ibeto, C. J., & Nkomah, B. B. (2024). Political interference and administrative effectiveness in Nigerian local governments: An empirical inquiry. *Journal of African Public Affairs*, 17(1), [55-72](#).
- Judge, T. A., Weiss, H. M., Kammeyer-Mueller, J. D., & Hulin, C. L. (2024). Job attitudes, well-being, and job performance: A comprehensive meta-analysis. *Annual Reviews of Organizational Psychology and Organizational Behavior*, 11, [181-204](#).
- Kelloway, E. K., & Barling, J. (2024). Leadership and well-being in the workplace. In J. Robertson & C. L. Cooper (Eds.), *Wellbeing: A Complete Reference Guide* (pp. [1-22](#)). Wiley-Blackwell.
- Maslach, C., & Leiter, M. P. (2024). *Burnout: The cost of caring*. (2nd ed.). Pearson.
- Maslow, A. H. (1943). A theory of human motivation. *Psychological Review*, 50(4), [370-396](#).
- McGregor, D. (1960). *The human side of enterprise*. McGraw-Hill.

- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage Publications.
- Michael-Olomu, A., & Uzobo, E. (2025). Demographic determinants of work values and attitudes among generation Z employees in the Nigerian public sector. *African Journal of Management*, 11(2), [88-107](#).
- Mueller, J. D. (2012). Job attitudes. *Annual Review of Psychology*, 63, [341-367](#).
Madu, A. Y., Abbo, U., & Salisu, S. J. (2023). Work ethics, attitude and performance in the Nigerian public service: Issues, challenges and the way forward. Paper presented at the National Conference on Public Sector Ethics, Abuja.
- Nnamani, D. O. (2024). Economic hardship and employee coping strategies in the Nigerian public sector. *Journal of Public Administration and Governance*, 14(1), [112-129](#).
- Obi, P. (2022). Remuneration and work attitude in Nigeria's public service. *Journal of Management and Social Sciences*, 11(2), [77-93](#).
- Obi, P. (2022). Remuneration and work attitude in Nigeria's public service. *Journal of Management and Social Sciences*, 11(2), [77-93](#).
- Odiliobi, C. S. (2024). Factors influencing attitudes of students toward education in public institutions. *African Journal of Educational Management, Teaching and Entrepreneurship Studies*, 5(2), [34-50](#).
- Ogbeide, O., & Ekhaton, V. (2024). Supervisory practices and employee morale in Edo State public sector. *Nigerian Journal of Social and Management Sciences*, 8(2), [55-70](#).
- Okafor, C., & Anazodo, R. (2023). Organizational culture and employee commitment in the Nigerian public service. *Journal of Human Capital Development*, 15(4), [120-138](#).
- Okafor, C., & Anazodo, R. (2023). Organizational culture and employee commitment in the Nigerian public service. *Journal of Human Capital Development*, 15(4), [120-138](#).

- Olowu, D. (2024). *Motivating the African public servant: Beyond pecuniary incentives*. Dakar: CODESRIA.
- Oparama, D. O., Hamilton, D. I., & Okenimkpe, M. (2024). Leadership style and subordinate work attitude in Nigerian public corporations: A moderated mediation analysis. *Management Research Review*, 47(5), [689-707](#).
- Organ, D. W., Podsakoff, P.M., & MacKenzie, S. B. (2022). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications.
- Paillé, P., Valéau, P., & Renwick, D. W. (2024). "I feel good, I do good"... especially when I sleep well: The role of job involvement and sleep quality in the relationship of psychological capital with organizational citizenship behaviours. *Journal of Business Research*, 174, [114531](#).
- Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), [367-373](#).
27. Robbins, S. P., & Judge, T. A. (2023). *Organizational behavior* (20th ed.). Pearson Education.
- Perry, J. L., & Wise, L. R. (1990). The motivational bases of public service. *Public Administration Review*, 50(3), [367-373](#).
- Ritz, A., Brewer, G. A., & Neumann, O. (2020). Public service motivation: A systematic literature review and outlook. *Public Administration Review*, 80(5), [813-827](#).
- Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior* (18th ed.). Pearson Education.
- Robinson, S. L., & Morrison, E. W. (2024). The development of psychological contract breach and violation: A longitudinal study. *Journal of Organizational Behavior*, 45(1), [45- 62](#).
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, causes, and consequences*.
- Spector, P. E., & Fox, S. (2024). *Counterproductive work behavior: Investigations of actors and targets*. American Psychological Association.

- Usman, Z. (2024). *The Nigerian public servant: A study in motivation and demotivation*. Cambridge University Press.
- Van de Walle, S., & Migchelbrink, K. (2022). Institutional quality, public service failure, and citizen attitudes toward public services: A review of experimental evidence. *Public Administration Review*, 82(2), [329-340](#).
- Vigoda-Gadot, E., & Meisler, G. (2024). Emotions in public administration: A multi-level analysis of emotional labor and its consequences. *Public Administration Review*, 84(2), [231-245](#).
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behavior*, 18, [1-74](#)
- Weiss, H. M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes and consequences of affective experiences at work. *Research in Organizational Behavior*, 18, [1-74](#).

APPENDIX
DEPARTMENT OF PUBLIC ADMINISTRATION

FACULTY OF SOCIAL SCIENCE

UNIVERSITY OF BENIN, BENIN CITY

Dear Respondet,

QUESTIONNAIRE

I am a student of the above department, in the university of Benin, this questionnaire is designed for academic purposes as part of a research project titled: Factors influencing work attitude among Employees in the Public Service: A Case Study of Oredo Local Government Council, Edo State ". Your responses will be treated with utmost confidentiality and will only be used for research purposes. Please answer honestly. Thank you for your cooperation.

SECTION A: Demographic Information

Please tick (✓) the correct option.

1. Gender:

(a) Male (b) Female

2. Age:

(a) 18–25 (b) 26–35 (c) 36–45 (d) 46 years and above

3. Educational Qualification:

(a) SSCE (b) OND/NCE (c) B.Sc./HND (d) Postgraduate/Professional

4. Years of Working Experience:

(a) Less than 5 years (b) 5–10 years (c) 11–15 years (d) Over 15 years

5. Marital status:

(a) Single (b) Married

Key:

SA = Strongly Agree A = Agree U = Undecided D = Disagree SD = Strongly Disagree

SECTION B: Organizational and Socio-Economic Factors

S/N	Statement	SA	A	U	D	SD
1	Organizational structure affects how employees feel about their work.					
2	Socio-economic challenges					

influence my
level of
commitment to
work.

3 Clear job roles
improve
employees'
attitude to work.

4 Lack of career
growth negatively
affects work
attitude.

5 Organizational
support makes
employees more
willing to work.

SECTION C: Remuneration and Motivation

S/N	Statement	SA	A	U	D	SD
6	Salary and allowances motivate					

	employees to
	perform better.
	Lack of incentives
7	discourages
	commitment to
	work.
	Promotion
	encourages
8	employees to
	show a positive
	work attitude.
	Motivational
9	rewards improve
	employee morale.
	Remuneration
	affects my
10	enthusiasm
	toward work.

SECTION D: Leadership Styles and Supervision

S/N	Statement	SA	A	U	D	SD
-----	-----------	----	---	---	---	----

11 Leadership style
influences
employees'
attitude to work.

12 Effective
supervision
improves
employees'
performance.

13 Leaders treat
employees fairly
in my workplace.

14 There is good
communication
between
supervisors and
staff.

15 My leader's
behaviour
influences how I
approach my
work.

SECTION E: Working Conditions and Institutional Policies

S/N	Statement	SA	A	U	D	SD
16	The working environment encourages job satisfaction.					
17	Adequate work tools help me perform my job better.					
18	Policies in the organization support employee welfare.					
19	Poor working conditions reduce productivity.					
20	Clear institutional rules improve employee attitude to work.					

