

Employee Attitude to Work and Organisational Performance at Benue Links Limited, Benue State, Nigeria

Jonathan Peter Ozah, (PhD)¹, Naomi Nyonlemuga Nyaga² & Cosmas Langa³

¹Department of Business Administration, Federal University Wukari, Taraba State; ozah4real2010@yahoo.com

²Department of Business Administration, Federal University Wukari, Taraba State; nyaganaomi123@gmail.com

³Department of Business Administration, Federal University Wukari, Taraba State; langaacosmas@gmail.com

Abstract

This study examined employee attitude to work and organizational performance at Benue Links Nigeria Limited. It focused specifically on how mindset and motivation influence productivity, operational effectiveness, and long-term sustainability. A descriptive cross-sectional survey design was adopted, using an enumeration sampling method covering a population of 105 employees. Data were collected using structured questionnaires and analyzed with the aid of Statistical Package for the Social Sciences (SPSS) version 25. Descriptive statistics summarized respondents' views, while regression analysis tested the relationship between employee attitude and performance outcomes. Findings revealed a significant positive relationship between employee mindset, motivation, and organizational performance. The study concludes that positive employee attitudes, particularly mindset ($\beta = 0.418, p = 0.000$) and motivation ($\beta = 0.472, p = 0.000$), are key drivers of performance, teamwork, and service quality within Benue Links Nigeria Limited. It recommends that management should sustain motivational initiatives such as fair appraisals, recognition schemes, welfare programs, and regular mindset reorientation sessions to maintain an engaged, loyal, and high-performing workforce.

Keywords: Employee Attitude, Mindset Influences, Employee Motivation, Organizational Performance

Introduction

Across the Globe, employee attitude to work is widely regarded as a vital factor that shapes organizational success. When employees maintain positive attitudes such as commitment, motivation, and job satisfaction they tend to work more productively, collaborate better with colleagues, and remain loyal to their organizations. Robbins and Judge (2019) note that workers who hold favorable perceptions of their jobs often show stronger performance and greater engagement in achieving company objectives. In contrast, negative attitudes like apathy, frequent absenteeism, and low morale can undermine efficiency and increase staff turnover (Luthans, 2011). In the Nigerian context, employee attitude to work has continued to draw interest because of its significant impact on performance in both public and private sectors. Research has shown that issues such as low wages, poor welfare, limited promotion opportunities, and weak supervision contribute to negative attitudes toward work (Eze, 2016; Okpara & Wynn, 2008). These conditions have led to challenges such as lateness, absenteeism, and lack of commitment, particularly within public institutions (Adeniji, 2011). However, organizations that prioritize employee training, fair appraisal systems, and welfare incentives often record more positive staff attitudes and higher productivity levels (Oginni & Adebayo, 2012). Employee attitude to work can be understood as an individual's overall perception and emotional orientation toward their job and organization. It reflects their beliefs, feelings, and behavioral responses to their work environment (Robbins & Judge, 2019). According to Luthans (2011), these attitudes mirror how satisfied and committed an employee feels toward their role and the organization's goals. Scholars have identified key dimensions that collectively shape employee attitude to work as: Job Satisfaction, Organizational Commitment, Employee Motivation, Employee Engagement and Employee Mindset

Performance refers to the outcomes an individual attains in fulfilling assigned responsibilities, which are shaped by their competence, experience, and commitment to work (Nurhasanah et al., 2022). Rosmaini and Tanjung (2019) describe performance as the extent to which an employee effectively contributes to the implementation of

an organization's strategic objectives, either by achieving role-specific goals or by exhibiting competencies aligned with organizational expectations. It is a multidimensional construct encompassing three key components: attitude, ability, and achievement. Moreover, employee performance is influenced by a range of factors, among which job satisfaction has been identified as a significant determinant (Aprinawati et al., 2021).

The success of every organization ultimately depends on its people. Without human capital, no enterprise can function effectively or compete successfully in today's marketplace. Employee attitudes toward their work stand out as being especially significant among the various facets of human resource management. These attitudes have an impact on employees' job happiness and self-worth in addition to organizational success. Employee attitude is widely acknowledged as a critical factor in determining organizational effectiveness in today's management discourse. It shows how a person feels about the duties they are given, their connections with coworkers, and their dedication to the goals of the company (Aziri, 2022). In the modern workplace, characterized by constant innovation and high-performance expectations, employee attitude has become a vital factor shaping productivity, efficiency, and sustainability. Psychological perspectives suggest that two core constructs mindset and motivation serve as primary drivers of these attitudes and, in turn, determine their influence on overall performance outcomes (Dweck & Yeager, 2023; Ryan & Deci, 2020).

Statement of the Problem

In the contemporary business landscape characterized by intense competition and rapid change, organizations increasingly allocate substantial resources to technology, infrastructure, and strategic initiatives. However, many continue to overlook a crucial determinant of success the attitudes of their employees. While systems, processes, and technologies can be replicated, the mindset, motivation, and emotional commitment of the workforce remain distinctive and irreplaceable assets that shape organizational outcomes. Employee's attitude toward work profoundly influences their willingness to embrace innovation, overcome challenges, and align with organizational goals. Despite the implementation of improved working conditions, incentives, and modern management practices, numerous organizations still report persistent challenges such as declining productivity, reduced service quality, and low employee morale. This paradox suggests a potential misalignment between organizational initiatives and employees' behavioural or psychological responses.

The central problem, therefore, lies in understanding how employee attitudes whether positive or negative translate into organizational performance outcomes. When employees perceive their roles merely as obligations rather than opportunities for meaningful contribution, even the most sophisticated strategies and systems may fail to deliver desired results. This study seeks to examine the effect of employee attitude on organizational performance, focusing specifically on how mindset and motivation influence productivity, operational effectiveness, and long-term sustainability.

Objectives of the Study

The main objective of this study is to examine the effect of employee attitude on organizational performance, focusing specifically on how mindset and motivation influence productivity, operational effectiveness, and long-term sustainability:

- i. To explore how employee mindset influences overall organizational performance in Benue Links Nigeria Limited.
- ii. To assess the ways in which employee motivation enhances organizational performance in Benue Links Nigeria Limited.

Literature Review

Conceptual Framework

Employee Attitude to Work

Employee attitude can be described as an individual's overall evaluation of their job and work environment, often manifested through their level of commitment, job satisfaction, engagement, and willingness to perform assigned tasks (Bakotić, 2023). Positive attitudes tend to promote teamwork, creativity, and resilience, whereas negative attitudes commonly lead to absenteeism, reduced productivity, and high turnover rates (Bui et al., 2021). Bakotić

(2023) further notes that an organization's capacity to cultivate and manage employee attitudes is central to its adaptability and competitiveness in today's dynamic business environment. Similarly, Li and Chen (2022) argue that employee attitudes are not fixed traits but evolve in response to factors such as leadership style, organizational culture, and perceived fairness. Consequently, management practices that nurture favorable work attitudes are closely associated with enhanced organizational performance, including higher profitability, stronger customer satisfaction, and improved overall effectiveness (Amponsah-Tawiah & Dartey-Baah, 2021).

Mindset and Employee Attitude

Mindset, as defined by Dweck (2017), refers to an individual's fundamental belief about intelligence and ability whether these traits are fixed or capable of growth. Within organizational contexts, employees who possess a growth mindset tend to perceive challenges as opportunities for learning and self-improvement, which in turn fosters more positive attitudes toward their work (Nguyen et al., 2021). In contrast, those with a fixed mindset are often less receptive to change and may exhibit lower levels of engagement. Empirical evidence indicates that mindset development initiatives enhance employees' adaptability and resilience. For example, Dweck and Yeager (2023) observed that employees exposed to mindset interventions showed notable improvements in creativity, teamwork, and overall job performance. Consequently, organizations that actively cultivate a growth-oriented culture indirectly enhance both employee attitudes and overall performance outcomes.

Motivation and Employee Attitude

Motivation, defined as the internal and external forces that stimulate and guide behavior, remains a fundamental determinant of employee attitude (Ryan & Deci, 2020). It can be categorized as intrinsic, arising from personal fulfillment, a sense of purpose, or the pursuit of mastery, and extrinsic, which is driven by external rewards, recognition, or incentives. Employees who are highly motivated often display enthusiasm, commitment, and a proactive approach to their tasks (Kuvaas et al., 2023). Herzberg's Two-Factor Theory further explains that motivation is sustained when work environments address both hygiene factors and growth needs such as achievement, recognition, and responsibility (Herzberg, 2021).

Empirical findings continue to validate this relationship. Nnaji-Ihedinmah and Eze (2023) reported that motivated employees within Nigerian organizations demonstrated higher levels of job satisfaction and productivity. Similarly, Almohaimed (2021) established a strong positive link between motivation, attitude, and performance among manufacturing firms in Saudi Arabia. Motivation also shapes how employees interpret challenges and define success; individuals with greater intrinsic motivation tend to form stronger emotional bonds with their work, leading to enhanced performance outcomes (Ryan & Deci, 2020). In essence, motivation functions both as a catalyst and a reinforcing mechanism for developing and sustaining positive employee attitudes.

Theoretical Framework

Social Exchange Theory (SET) (Peter Blau in 1964)

The Social Exchange Theory (SET) was developed by Peter Blau in 1964 to explain the nature of human relationships and interactions. The theory posits that individuals engage in social and professional relationships based on a rational evaluation of costs and benefits. In other words, people are motivated to maintain relationships when the perceived rewards—whether tangible, such as money and services, or intangible, such as trust, respect, and recognition—outweigh the associated costs (Blau, 1964; Cropanzano & Mitchell, 2005).

In the context of organizational research, SET is highly relevant as it helps to explain the reciprocal relationship between employees and their organizations. It provides a useful lens for understanding how perceptions of fairness, appreciation, and organizational support can shape employees' attitudes and behaviors at work (Kurtessis et al., 2017). When employees feel valued and supported through recognition, learning opportunities, and career growth, they are more likely to respond with loyalty, commitment, and improved performance (Tlaiss & Elamin, 2021; Ryan & Deci, 2020; Qureshi & Hassan, 2022). Such positive exchanges foster a growth-oriented mindset, higher engagement, innovation, and stronger retention rates (Kuvaas et al., 2023).

Empirical Review

Arilesere et al. (2022) carried out a quantitative investigation into the factors influencing employee productivity within Nigerian road transportation firms. Using structured questionnaires distributed among employees in selected transport companies, the study employed descriptive and inferential statistical methods to analyze the data. The results indicated that working conditions, effective supervision, and performance management systems are significant predictors of employee productivity. Moreover, the study revealed that employee attitude variables, particularly motivation and job satisfaction, play a crucial role in strengthening the link between management practices and organizational performance outcomes.

Oluwadare and Adeleke (2021) conducted a cross-sectional survey across several Nigerian transport companies to examine how employment-relationship practices influence organizational effectiveness. Using regression analysis, the study explored the link between human resource practices such as employee training, performance appraisal, and internal communication and employee attitudes, including trust and organizational commitment. The findings demonstrated that these HR practices significantly shape employee attitudes, which in turn mediate the relationship between management practices and overall organizational effectiveness within the transport sector.

Ugowe et al. (2025) conducted a mixed-methods case study involving approximately 200 employees of the Dangote Transport Division. Data were collected through surveys and qualitative interviews to explore how structured training, career progression pathways, and welfare programmes influence employee behavior and performance. The findings revealed that these practices foster positive employee attitudes, enhance job satisfaction, and contribute to greater operational reliability and productivity within the company. This study provides compelling evidence from a large-scale Nigerian corporate transport firm.

Kowalski et al. (2019) conducted a single-company survey within Poland's logistics and transport sector to identify the major determinants of employee job satisfaction. Using structured questionnaires and statistical analysis, the study examined the roles of job design, autonomy, workload, and professional development opportunities in shaping satisfaction levels. The findings revealed that these factors significantly influenced employee morale and overall work satisfaction. Furthermore, improving job design and creating opportunities for skill development led to enhanced employee engagement and operational performance within the transport company.

Daniel et al. (2024) carried out an empirical cross-sectional study across selected Nigerian transport organizations to explore the relationship between transport logistics quality, workforce competence, and employee effectiveness. Employing statistical techniques to analyze survey data, the study found that the quality of transport infrastructure and human resource practices particularly training and welfare initiatives significantly predict both employee performance and work quality. The results suggest that improved transport systems and supportive HR policies foster positive employee attitudes, enhance motivation, and strengthen organizational productivity in Nigeria's transport sector.

Methodology

Research Design

This study adopts a descriptive cross-sectional survey design. This design is suitable for collecting numerical data from a population to examine the relationship between employee attitude and organizational performance in Benue Links Nigeria Limited. A descriptive survey was chosen because it is cost effective, easy to administer, and appropriate for obtaining self-reported attitudes, perceptions, and behavior of employees within Benue Links Nigeria Limited.

Population

The target population for the study is 105 workers of Benue Links Nigeria Limited. It has (45) Management Staff and (60) Employees.

Sampling Technique and Sample Size

The study used a Census approach (complete enumeration) to ensure complete survey of the entire population. This survey eliminates sampling errors and gives a full coverage of the sampled population representation across management staff and employees in Benue Links Nigeria Limited. A sample size is still the population size of 105 respondents, since the population is not large and is manageable.

Data Collection Method and Analysis

The study used primary data and was collected using structured questionnaires. This data was analyzed using statistical package for the social sciences (SPSS) version 25. Descriptive statistics (mean, frequency, and standard deviation) summarized respondents' demographics and perceptions. Inferential statistics used regression analysis to testing the effect of employee attitude and organizational performance in Benue Links Nigeria Limited.

Validity and Reliability

To make sure the research instrument was both accurate and dependable, a pilot test was carried out among individuals whose job roles and work settings closely resemble those of employees at Benue Links Nigeria Limited. The comments and suggestions gathered from this exercise were carefully reviewed and used to revise the questionnaire, making the questions clearer and more consistent. The Cronbach's alpha coefficient was used to test the reliability of the instrument.

Ethical Considerations

The study adheres to ethical guidelines to ensure data integrity and the rights of participant. Ethical approval was taken; respondents were briefed on the purpose of the study, before data was collected. Respondents were assured of confidentiality and informed consent was obtained before participation.

Data Presentation

Out of 105 questionnaires distributed, 97 were completed and returned, representing a high response rate of 95.6%. This ensures adequate data for meaningful analysis.

Table 1 Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Employee Mindset	105	2.80	5.00	4.22	0.46
Employee Motivation	105	3.00	5.00	4.30	0.44
Organizational Performance	105	2.90	5.00	4.25	0.48

The descriptive statistics in Table 4 shows that, the **Employee Mindset** variable has a mean score of **4.22** (SD = 0.46), suggesting that respondents generally agreed that employees at Benue Links Limited demonstrate a positive mindset toward their work. The **Employee Motivation** variable recorded a mean score of **4.30** (SD = 0.44), indicating a high level of motivation among employees, particularly in relation to recognition, incentives, and welfare benefits. The **Organizational Performance** variable recorded a mean of **4.25** (SD = 0.48), reflecting that the organization performs effectively in terms of productivity, service quality, and employee efficiency. The minimum and maximum values for all variables (ranging from approximately 2.8 to 5.0) suggest that responses were generally positive, with little variability across respondents.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.846	0.176	0.710	0.354

Source: SPSS Output v25

Table 5 presents the model summary of the study, showing the correlation coefficient (R=0.846) which indicates a very strong positive relationship between the independent variables (employee mindset and motivation) and the

dependent variable (organizational performance). The coefficient of determination ($R^2=0.716$) shows that approximately **71.6% of the variation in organizational performance** is explained by employee mindset and motivation, while the remaining 28.4% is attributed to other factors not included in the model.

Table 3: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	48.279	2	24.140	87.352	0.000
Residual	19.128	102	0.188		
Total	67.407	104			

a. Dependent variable: (Organisational Performance)

b. independent variable: (employee mindset and employee motivation)

Source: SPSS Output v25

The ANOVA table shows whether the regression model linking the dependent variable (organizational performance) with the independent variables (employee mindset and employee motivation) is statistically significant. The table indicates that the model produced an F-value of 87.352 with a significance level of 0.000. Since this value is below the 0.05 threshold, it demonstrates that the models is statistically significant and appropriate for the study, confirming that the selected dimensions of employee attitude (employee mindset and employee motivation), jointly have a significant effect on organizational performance at Benue Links Limited.

Table 4: Coefficients

Predictor	B	Std. Error	Beta	t	p-value
Constant	1.062	0.191	—	5.561	0.000
Employee Mindset	0.391	0.083	0.418	4.711	0.000
Employee Motivation	0.436	0.079	0.472	5.320	0.000

Source: SPSS Output v25

Hypothesis One (H01): Employee Mindset has no significant influence on organizational performance of Benue Links Nigeria Limited.

Based on the regression table above, **Employee Mindset ($\beta = 0.418$, $p = 0.000$)** has a positive and significant effect on organizational performance. This means that a unit increase in employee mindset leads to an increase of 0.418 in organizational performance. Therefore, the null hypothesis (H01) is rejected, confirming that Employee Mindset significantly influences organizational performance of Benue Links Nigeria Limited.

Hypothesis Two (H02): Employee Motivation has no significant influence on organizational performance of Benue Links Nigeria Limited.

According to the regression results, **Employee Motivation ($\beta = 0.472$, $p = 0.000$)** also has a positive and significant effect, indicating that a unit increase in employee motivation results in an increase of 0.472 in organizational performance. Hence, the null hypothesis (H02) is rejected, indicating that **Employee Motivation** plays a significant positive role in enhancing organizational performance in Benue Links Nigeria Limited.

Discussion of Findings

The findings of this study revealed that both employee mindset and employee motivation have a significant and positive influence on the organizational performance of Benue Links Nigeria Limited.

Employee Mindset and Organizational Performance. The regression result ($\beta = 0.418$, $p = 0.000$) showed that employee mindset positively affects organizational performance. This means that employees with a positive, proactive, and growth-oriented mindset contribute greatly to better organizational outcomes. When employees believe in their capacity to improve and work effectively, they tend to perform their duties with higher commitment and creativity. This finding aligns with Oluwadare and Adeleke (2021), who reported that employee attitudes such

as trust and commitment enhance organizational effectiveness in the transport sector. It also supports Nzimakwe (2024), who found that training and development improve employee mindset, confidence, and work performance. In the context of Benue Links, this implies that encouraging a positive employee mindset through continuous learning and recognition will enhance productivity and teamwork.

Employee Motivation and Organizational Performance. The second regression result ($\beta = 0.472$, $p = 0.000$) confirmed that employee motivation significantly boosts organizational performance. This suggests that when employees are motivated through incentives, welfare, and supportive management practices, their productivity and service delivery improve. This outcome agrees with Arilesere et al. (2022), who found that motivation and job satisfaction strongly influence employee productivity in Nigerian transport firms. Overall, the study confirms that both employee mindset and motivation are essential drivers of organizational performance at Benue Links Nigeria Limited. Employees who are motivated and maintain a positive mindset perform better, work more efficiently, and contribute to the company's growth.

Conclusion

Based on the results, the study affirms that employee attitude is a major determinant of organizational performance. In particular, workers' mindset and level of motivation greatly influence how successfully an organization meets its objectives. Within Benue Links Nigeria Limited, a positive mindset among employees encourages teamwork, minimizes absenteeism, and enhances the quality of services delivered. Similarly, motivated staff members tend to be more productive, punctual, and committed to the organization's goals. Consequently, employee attitudes should be given serious attention in organizational planning and policy development. Building and maintaining a workforce that is motivated, satisfied, and optimistic is essential for achieving sustainable growth and maintaining a competitive edge.

Recommendations

Management at Benue Links Nigeria Limited should introduce consistent motivational initiatives such as performance-linked bonuses, recognition schemes, and opportunities for career advancement. These measures will help sustain staff enthusiasm and productivity. In addition, the company should cultivate a workplace culture that values open communication, creativity, and collaboration. Regular mindset reorientation and training sessions can also help correct unproductive attitudes and align employees' goals with that of the organization.

Management of Benue Links Nigeria Limited should adopt a fair and transparent performance evaluation system to promote a positive employee mindset. When employees perceive the appraisal process as objective and balanced, they are more likely to develop a sense of trust and motivation toward their work. Providing constructive feedback and recognizing outstanding performance can further nurture a growth-oriented mindset, encouraging diligence, innovation, and strong work ethics

Suggestions for Further Research

Future studies could:

- Broaden the sample population to cover several branches of Benue Links Limited or other organizations within the transport sectors, thereby enhancing the generalizability of findings.
- Investigate supplementary variables such as job satisfaction, job involvement, work engagement and organizational commitment that may serve as mediating factors in the relationship between employee attitude and organizational performance.

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