E-ISSN: 1115 - 8530 P-ISSN: 3026-8958
MPRI-JFRBD | INTERNATIONAL JOURNAL OF FINANCIAL RES. AND BUSINESS DEVELOPMENT
VOL. 14 NO. 7 – OCTOBER, 2026

INFLUENCE OF EMPLOYEE ATTITUDE ON ORGANISATIONAL PERFORMANCE IN SELECTED MANUFACTURING COMPANIES IN ADAMAWA STATE, NIGERIA

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DOI: https://doi.org/10.70382/mejfrbd.v14i7.0149

Abstract

Employee attitude has long been recognized as an important determinant of organizational performance; however, the relative influence of its cognitive, affective, and behavioural dimensions remains inconclusive, particularly within the manufacturing sector in developing economies. This study examined the influence of employee attitude on organizational performance in selected manufacturing companies in Adamawa State, Nigeria. Specifically, the study assessed employees' cognitive, affective, and behavioural attitudes, examined employees' perceptions of organizational performance, and determined the influence of each attitude dimension on organizational performance. A quantitative research approach employing a descriptive survey and explanatory research design was adopted. The target population comprised employees of selected manufacturing companies in Adamawa State, from which a sample of 199 respondents was drawn using appropriate sampling procedures. Primary data were collected using a structured questionnaire based on a five-point Likert scale and the instrument was subjected to validity and reliability tests, while the data were analysed using descriptive statistics (frequencies, percentages, means, and standard deviations) and multiple regression analysis. Diagnostic tests confirmed that the assumptions of regression analysis were satisfied. The regression results showed that cognitive attitude had no significant influence on organizational performance, affective attitude exerted a positive and significant influence, while behavioural

Keywords: Employee Attitude, Organizational Performance, Cognitive, Affective, and Behavioural, and Manufacturing Sector.

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attitude had no significant influence. The study concludes that employees' emotional attachment to their organizations is the most critical attitudinal factor influencing organizational performance. It recommends that manufacturing companies strengthen employees' affective attitudes through supportive leadership, employee recognition, fair organizational practices, and workplace policies that promote trust, motivation, and organizational commitment to achieve sustainable organizational performance.

Introduction

Employee attitude has increasingly attracted attention in organisational research because of its implications for how employees interpret workplace expectations, respond to managerial decisions and contribute to organisational objectives. Although organisational performance is often discussed in terms of strategic decisions, technological investments and resource management, the attitudes employees bring to their daily responsibilities also influence how effectively these resources are utilised. Employees do not merely execute organisational instructions; their perceptions, feelings and behavioural dispositions shape the consistency, commitment and quality with which work is performed. This relationship becomes particularly relevant in manufacturing, where production activities depend on coordinated effort, adherence to procedures and sustained attention to operational standards. Unlike some service activities, manufacturing processes involve considerable interdependence among employees, machines and production stages. Consequently, an employee's unwillingness to cooperate, exercise care or maintain consistent effort may affect other workers and disrupt the production process. These realities suggest that organisational performance cannot be adequately understood without considering the human attitudes underlying everyday operational activities.

The Nigerian manufacturing sector provides an important context for examining this relationship. The sector is expected to support economic diversification, employment generation and industrial development, yet its contribution to national economic output remains relatively modest. According to the National Bureau of Statistics (NBS), manufacturing contributed 8.05% to real GDP in 2025, while recording real growth of 1.41% between 2024 and 2025. Balogun (2025), drawing on national and industry data, further reported capacity utilisation of approximately 56.5% and employment of about 11.3% of the formal workforce. Although these figures point to persistent operational challenges, explanations of manufacturing underperformance frequently emphasise external constraints, particularly the rising cost of raw materials and foreign exchange difficulties. Such explanations are relevant, but they may provide an incomplete account when the contribution of workforce-related factors is insufficiently considered.

Examining employee attitude is particularly relevant because organisational resources do not automatically translate into improved performance. Their productive utilisation depends, to a considerable extent, on how employees perceive their responsibilities and respond to workplace demands. In manufacturing companies, where productivity, operational efficiency and product quality depend on consistent execution, favourable employee dispositions may encourage greater attention to production requirements, cooperation and responsible work practices. Conversely, unfavourable attitudes may weaken the willingness to follow procedures, sustain effort and

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respond constructively to operational difficulties. The significance of this relationship extends beyond individual employee effectiveness because production activities are interconnected. An employee's conduct may influence the performance of an entire production unit. Understanding these dynamics is therefore important for managers seeking to improve operational outcomes, particularly in manufacturing environments where resource constraints make efficiency and quality control essential. It also provides a basis for considering workforce attitudes as an internal organisational factor rather than treating performance challenges exclusively as consequences of unfavourable economic conditions.

Attitude refers to an individual's psychological tendency to evaluate an object, person or situation favourably or unfavourably (Eagly & Chaiken, 1993). In organisational settings, these evaluations influence how employees perceive their work, colleagues and organisational expectations (Robbins & Judge, 2019). This study adopts the tripartite perspective of attitude, comprising cognitive, affective and behavioural dimensions, as proposed by Rosenberg and Hovland (1960) and subsequently validated by Breckler (1984). The cognitive dimension concerns employees' workplace beliefs, the affective dimension reflects their feelings, while the behavioural dimension captures their predispositions towards work-related actions. Although job satisfaction, organisational commitment and job involvement are closely related to workplace attitudes, they remain conceptually distinct constructs (Judge & Kammeyer-Mueller, 2012; Meyer & Allen, 1997). Organisational performance, on the other hand, encompasses multiple dimensions and requires clear specification of the outcomes being examined (Richard et al., 2009). Accordingly, this study focuses on operational performance, measured through productivity, operational efficiency and quality of output, rather than financial or market performance.

Existing literature provides considerable support for the proposition that employee attitudes are associated with organisational outcomes. At the individual level, favourable job attitudes have been linked to improved work performance, although the strength and direction of this relationship may depend on the circumstances in which employees operate. Judge et al. (2001), for instance, established a positive average relationship between job satisfaction and job performance. Evidence at the organisational level similarly indicates that employee attitudes extend beyond individual outcomes. Ostroff (1992) demonstrated an association between employee attitudes and organisational performance, while Harter et al. (2002), through a meta-analysis of business-unit research, found that positive employee attitudes, particularly satisfaction and engagement, were associated with productivity. These findings collectively suggest that workforce attitudes have implications for organisational effectiveness. However, much of this evidence draws on broad measures of job-related attitudes, making it difficult to establish whether employees' cognitive evaluations, emotional responses and behavioural dispositions contribute differently to specific operational outcomes. This distinction is particularly important in manufacturing, where the relationship between employees and production processes may make different dimensions of attitude consequential in different ways.

Despite the established interest in the attitude-performance relationship, important empirical and contextual boundaries remain. Previous research has frequently examined employee attitudes through general indicators such as job satisfaction and engagement, rather than distinguishing the cognitive, affective and behavioural dimensions of attitude. This limit understanding of the specific ways employees' beliefs, feelings and behavioural orientations relate to organisational outcomes. Much of the available evidence considers employee performance or organisational performance

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broadly, with comparatively less attention to operational indicators such as productivity, operational efficiency and product quality. The manufacturing context in Adamawa State remains insufficiently represented in the evidence presented by the literature underpinning this study. Consequently, it is not sufficiently clear whether the relationships established in other organisational settings apply similarly to manufacturing companies operating within this context. Addressing these limitations is necessary to extend existing understanding beyond general attitude-performance associations and establish more contextually relevant evidence on the contribution of employee attitude to manufacturing performance.

The theoretical foundation of this study draws on the tripartite model of attitude, attitude theory and expectancy theory. The tripartite model of Rosenberg and Hovland (1960), supported by Breckler (1984), provides the conceptual basis for examining employee attitude through cognitive, affective and behavioural dimensions. Attitude theory further explains how employees' evaluations of workplace conditions may influence their intentions and subsequent actions (Fishbein & Ajzen, 1975; Ajzen, 1991). This perspective provides a basis for understanding why employees who hold favourable beliefs and feelings about their work may demonstrate more constructive workplace behaviour. Complementing this argument, expectancy theory proposes that employees' willingness to exert effort is influenced by their perceptions of the relationship between effort, performance and anticipated outcomes (Vroom, 1964). Taken together, these perspectives explain the psychological and motivational pathways through which employee attitudes may be associated with organisational outcomes. They also provide a justification for investigating the three dimensions independently rather than treating employee attitude as an undifferentiated construct.

This study examines the influence of employee attitude on organisational performance in selected manufacturing companies in Adamawa State, Nigeria as it specifically, it investigates the influence of employees' cognitive, affective and behavioural attitudes on productivity, operational efficiency and quality of output. By examining these dimensions within the manufacturing context, the study seeks to provide empirical evidence on how employees' psychological evaluations, emotional dispositions and behavioural orientations relate to operational performance. The findings are expected to contribute to existing organisational behaviour literature and offer practical insights for workforce management and manufacturing performance improvement.

Employee Attitude

Employee attitude reflects the psychological evaluations through which individuals interpret their work, colleagues and organisational environment. It encompasses cognitive judgements and emotional responses that shape employees' reactions to workplace experiences (Robbins & Judge, 2023). These responses may vary with the nature of assigned responsibilities. Employees who find their tasks meaningful, particularly when they contribute to producing quality goods, may develop greater job satisfaction, whereas monotonous or hazardous duties can generate frustration and disengagement (Spector, 2022; Weiss & Cropanzano, 2021). Beyond these emotional reactions, employees' perceptions of organisational fairness influence their trust in management and willingness to demonstrate discretionary effort (Podsakoff et al., 2021). Such effort, reflected in engagement and initiative, can support organisational goals (Becker et al., 2020; Meyer & Allen, 2020). In manufacturing, favourable attitudes may improve productivity and safety compliance, while negative dispositions can disrupt production and increase errors (Adeyemo,

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2023). Harter et al. (2020) further reported productivity gains of 20–30% and a 15% reduction in assembly-line defects in association with positive job satisfaction and perceived organisational support.

Employee Performance

Although existing literature generally associates favourable employee attitudes with improved performance, this relationship is often presented as more straightforward than organisational realities suggest. Employees may demonstrate positive work attitudes yet achieve limited results where inadequate resources, weak management systems or adverse economic conditions constrain their efforts. This suggests that the attitude–performance relationship is contingent rather than automatic. Moreover, much of the available evidence gives insufficient attention to measurable operational outcomes, particularly in manufacturing, where performance is better assessed through actual output, resource utilisation and product defects than through general employee perceptions alone. The dominance of studies conducted in developed economies further limits contextual understanding, as infrastructural, economic and institutional conditions in developing countries, including Nigeria, may shape how employee attitudes translate into organisational results. These limitations justify examining this relationship within manufacturing firms in Adamawa State, using productivity, operational efficiency and work quality as performance indicators. Specifically, productivity reflects output volume, efficiency concerns the extent to which organisational resources are used without unnecessary waste, while work quality captures compliance with production specifications and the occurrence of defects. Together, these measures provide a more grounded assessment of employees' contributions to manufacturing performance.

Cognitive Attitudes and Employee Performance

Cognitive attitudes influence employee performance through the beliefs employees hold about their capabilities and workplace conditions. Employees who believe they can perform their duties effectively are more likely to approach difficult tasks with confidence, solve problems and seek feedback, whereas doubts about their competence may encourage avoidance and reduce performance. Similarly, perceptions of managerial fairness and transparency shape employees' trust and willingness to contribute beyond formal job requirements. Where management is viewed negatively, resistance and psychological withdrawal may follow. These beliefs also influence employees' willingness to learn and adapt. A positive learning orientation encourages continuous improvement, while fixed beliefs may restrict skill development and adjustment to changing work demands. Consequently, favourable cognitive attitudes can support engagement, productivity and teamwork, particularly where employees trust their colleagues' capabilities. Clear communication, staff development, fair leadership and constructive feedback may help strengthen these attitudes. However, their influence on performance should not be assumed to operate independently of organisational constraints.

Existing discussions remain largely descriptive, with limited empirical attention to how cognitive attitudes translate into measurable performance outcomes. Much of the literature assumes that self-efficacy and perceived organisational fairness automatically improve performance, overlooking constraints such as inadequate resources and weak supervision. Cognitive attitudes are also frequently examined in isolation, leaving insufficient understanding of how they interact

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with affective and behavioural dimensions to shape workplace outcomes. This limitation is particularly relevant to manufacturing, where production demands and organisational conditions may influence the extent to which positive beliefs translate into actual performance. Moreover, evidence from developed economies and general business settings offers limited contextual insight into production-oriented industries in developing countries. In Nigeria, institutional, economic and organisational conditions may alter these relationships. The absence of sufficient context-specific evidence therefore provides a justification for investigating how employees' cognitive attitudes relate to performance in selected manufacturing companies in Adamawa State.

Behavioural Attitude and Employee Performance

Behavioural attitude represents the observable expression of employees' beliefs and feelings through their actions at work, making it particularly relevant to performance assessment (Robbins & Judge, 2019). Employees who demonstrate punctuality, initiative and willingness to assist colleagues can improve workflow and collective productivity (Podsakoff et al., 2000). Conversely, absenteeism, procrastination and deliberate effort withdrawal may disrupt task completion, increase errors and undermine team performance (Judge et al., 2001). Management can encourage constructive conduct through fair supervision, feedback and appropriate recognition. However, existing literature tends to assume that positive workplace behaviours automatically improve performance, overlooking organisational constraints and the influence of formal control systems. It also gives greater attention to organisational citizenship than to counterproductive behaviour. These limitations are particularly relevant to manufacturing, where resource availability and production demands may shape behavioural outcomes. Moreover, limited context-specific evidence explains how behavioural attitudes, alongside cognitive and affective dimensions, influence measurable performance in Nigerian manufacturing firms, particularly in Adamawa State.

Affective Attitude and Employee Performance

Affective attitude concerns employees' emotional responses to their work and organisational environment, which influence motivation, concentration and willingness to sustain effort (Meyer et al., 2002). Positive feelings, such as enthusiasm and pride, can strengthen engagement and encourage creativity, particularly when employees find their responsibilities meaningful (Schaufeli et al., 2002; Amabile et al., 2005). Conversely, frustration, anxiety and perceived unfair treatment may weaken motivation, damage workplace relationships and increase the risk of emotional exhaustion. Recognition and supportive leadership can help sustain favourable emotional experiences. However, the relationship between affective attitude and performance is not automatic. Much of the existing discussion gives limited attention to organisational constraints and the interaction between emotional responses and employees' cognitive and behavioural attitudes. This leaves insufficient context-specific evidence on how affective attitudes influence measurable operational performance in manufacturing firms, particularly in developing economies such as Nigeria.

Theoretical Framework

Kotter's (1996) model explains how organisations can secure employee commitment through creating urgency, building guiding coalitions, communicating a clear vision, removing barriers and

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consolidating change within organisational culture. Its emphasis on achievable short-term goals, continuous reinforcement and leadership commitment recognises that successful change requires sustained employee involvement rather than simply introducing new procedures. Similarly, the Kübler-Ross model explains employees' emotional responses to organisational change through denial, anger, bargaining, depression and acceptance (Kübler-Ross, 1969). These stages provide a useful basis for understanding resistance and identifying stakeholders whose concerns may influence change outcomes. Beyond individual responses, discourse-based theory examines how organisational change is constructed and interpreted through communication at intrapsychic, micro, meso, macro and meta levels (Ford, 2008; Mumby, 2004). These interconnected discourses shape individual perceptions, workplace interactions and broader institutional practices (Alvesson & Kärreman, 2000; Boje, 2001). Nevertheless, the absence of a fully integrated explanatory framework remains a limitation of discourse-based change research (Ford, 2008).

Theoretical and Conceptual Framework

This study draws on the Tri-Component Attitude Model, which explains employee attitude through cognitive, affective and behavioural dimensions. The cognitive component reflects employees' beliefs about their work and organisational practices, while the affective dimension concerns their emotional responses to the job. The behavioural component captures how these internal evaluations translate into observable workplace actions, including punctuality and willingness to undertake assigned responsibilities. The model therefore provides a basis for understanding how employees' perceptions and feelings may shape their conduct and, ultimately, organisational performance. Complementing this perspective, the job attitude–performance relationship explains how employees' evaluations of their work may influence their commitment and performance. Social Exchange Theory further suggests that favourable employee attitudes may develop when organisational treatment is perceived as fair and supportive. Together, these perspectives provide the theoretical foundation for examining employee attitude as a multidimensional construct and its influence on organisational performance.

Conceptual Framework

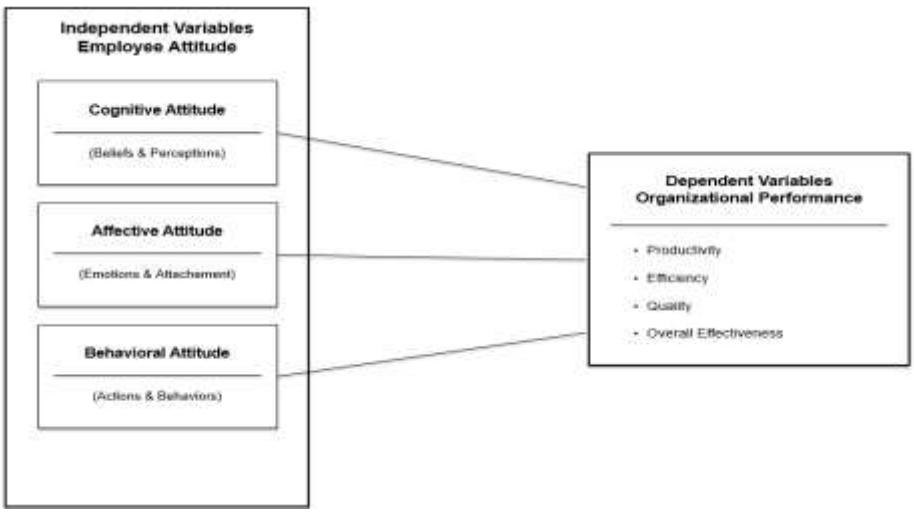

Fig. 1: Conceptual Model **Source: Researcher's Design, 2025**

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Building on these theoretical arguments, the conceptual framework in Figure 1 positions cognitive, affective and behavioural attitudes as independent variables and organisational performance as the dependent variable. It proposes that employees' beliefs about organisational practices, emotional attachment to their work and observable workplace conduct may influence organisational outcomes. Favourable attitudes may encourage greater effort and alignment with organisational objectives, whereas unfavourable dispositions may undermine performance. The framework therefore assumes a positive relationship between employee attitude and organisational performance, while recognising that the three dimensions represent distinct but related pathways through which this relationship may occur. Specifically, it provides a basis for examining whether favourable employee attitudes translate into improved organisational productivity and efficiency, as well as stronger overall performance.

Methods

The study adopted a quantitative survey design within a positivist research philosophy. This approach was considered appropriate because the study sought to examine the relationship between employee attitude and organisational performance through measurable data and statistical analysis. The survey design enabled the collection of standardised responses from employees across selected manufacturing companies, providing a basis for testing the relationships among the study variables. The study was conducted in Adamawa State, located in Nigeria's North-East geopolitical zone, with Yola as its capital. The selected study settings included Adamawa Beverages Limited, Dangote Savannah Sugar Company and other medium-scale manufacturing companies operating within the metropolitan areas of Yola, Jimeta and Numan. Data were collected during [insert data collection period]. The sample size was determined using the formula attributed to Yamane (1964). A combination of stratified and convenience sampling techniques was employed to select respondents from the participating companies. Primary data were obtained through a structured questionnaire distributed to 260 respondents and out of the 260 questionnaires distributed, 220 were retrieved, representing an initial response rate of 84.62%. Following screening, 10 questionnaires containing no responses were excluded, leaving 210 valid responses for analysis. This represents a usable response rate of 80.77% of the distributed questionnaires, which was considered adequate, consistent with Babbie (2010). Instrument validity was assessed through face and content validity, while internal consistency reliability was examined using Cronbach's alpha coefficient. Data screening was conducted using Statistical Package for the Social Sciences (SPSS) version 31. The process involved examining missing data, identifying outliers, assessing normality and checking for multicollinearity. These procedures helped establish the suitability of the dataset for further analysis. Subsequently, multiple regression analysis was performed using SPSS version 31 to examine the relationships between employee attitude and organisational performance.

Data Analysis and Results

In this section of the chapter, the following demographic characteristics (gender, age, educational qualification, cadre of the respondents and marital status) are discussed and the frequency distribution and percentages are shown in Table 1.

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Table 1: Demographic Characteristics of the Respondent

Characteristics	Frequency	Percent (%)
Gender		
Male	151	75.9
Female	48	24.1
Total	**199**	**100.0**
Age Distribution		
18 - 25 Years	82	41.2
26 - 35 Years	69	34.7
36 - 45 Years	36	18.1
46 years and Above	12	6.0
Total	**199**	**100.0**
Marital Status		
Single	54	27.1
Married	131	65.8
Divorced	9	4.5
Widowed	5	2.5
Total	**199**	**100.0**
Educational Qualification		
Secondary	59	29.6
Diploma	69	34.7
Bachelor's Degree	50	25.1
Postgraduate Degree	21	10.6
Total	**199**	**100.0**
Years of Service		
Less than 2 Years	88	44.2
2 - 5 Years	67	33.7
6 - 10 Years	32	16.1
46 and Above	12	6.0
Total	**199**	**100.0**

Source: Field Survey, (2026).

Table 1 presents the demographic profile of the 199 respondents. The sample was predominantly male (75.9%), indicating limited female representation, although their inclusion broadens the sample, as Greene et al. (2011) suggest. Most respondents were relatively young, while the age distribution requires verification because the reported frequencies and percentages do not align consistently. Married participants constituted 65.8%, suggesting that family responsibilities may influence employment stability and career decisions. Educationally, Diploma holders formed the largest group (34.7%), followed by respondents with secondary certificates (29.6%), bachelor's degrees (25.1%) and postgraduate qualifications (10.6%). This spread provides perspectives from employees with different educational backgrounds. Regarding tenure, 44.2% had served for less than two years, while 33.7% had between two and five years' experience. This indicates a relatively

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inexperienced workforce, although longer-serving employees may contribute valuable organisational knowledge. Overall, the profile suggests a largely male workforce with relatively short organisational tenure. However, the age and service categories contain apparent inconsistencies that must be corrected before the findings are interpreted or reported.

Research Hypotheses

This section evaluates the hypotheses developed to establish the Influence of Employee Attitude on Organisational Performance in selected Manufacturing Companies in Adamawa State, Nigeria.

Influence of Employee Attitude on Organisational Performance in selected Manufacturing Companies in Adamawa State, Nigeria

Ho: Employee Attitude Influences Organisational Performance in select Manufacturing Companies in Adamawa State, Nigeria.

The influence of Employee Attitude on Organisational Performance in select Manufacturing Companies in Adamawa State, Nigeria was investigated by analyzing the data provided by the respondents and the results are presented in Table 2 using multiple linear regression analysis.

Table 2:Model Summary of the Influence of Employee Attitudes on Organizational Performance

Variables	Coefficients	Std. Error	t-Values	p-values	Hypothesis Testing
(Constant)	2.067	0.270	7.653	0.001	
COGAT	0.066	0.059	1.113	0.267	**Ho_1**: Not Rejected
AFFAT	0.182	0.063	2.906	0.004	**Ho_2**: Rejected
BEHAT	0.270	0.059	4.555	0.001	**Ho_3**: Rejected
R	0.524				
R^2	0.275				
Adjust. R^2	0.264				
F-Stats	24.620		0.000		

NB: COGAT = Cognitive Attitude, AFFAT = Affective Attitude, BEHAT = Behavioural Attitude, and ORGP = Organisational Performance.

Source: Computed using SPSS 27 from Field Survey Data, (2026).

Table 2 shows the results of regression analysis on the influence of Employee Attitude on Organizational Performance of Selected Manufacturing Companies in Adamawa State, Nigeria. The regression model is statistically significant and relatively strong in explaining the variations in Organizational Performance. Findings from Table 1 indicate that some of the determinants are stronger in influencing the variations in the organization's performance while some of the variables do not demonstrate statistically significant effect in the model.

The model summary showed an r value of 0.524. This indicates a moderate positive relation between the combined independent variables and the organisation's performance. The R^2 value was 0.275, while the adjusted R^2 value was 0.264. These results indicate that 27.5% of the variation in organisation performance was accounted for by the independent variables in the model. The other 72.5% was attributed to other variables that were not in the model. Additionally, the F-

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statistics value was 24.620, with a p-value of 0.000. Therefore, the regression model was statistically significant. In other words, the independent variables in the model provided a statistically significant explanation to organisational performance of the firms in the study area. This result accepted the alternative hypothesis which states that cognitive attitude of employees significantly influenced organisational performance in the selected manufacturing companies in Adamawa State, Nigeria.

Regarding the individual predictors, cognitive Attitude was found to have a positive and statistically insignificant effect on organizational performance ($\beta = 0.066$, $t = 1.113$, $p > 0.05$). Therefore, an increase in cognitive attitude among operators was found to be related to improvement in organizational performance, which, however, is not statistically significant. With this result, the null hypothesis was retained, which states that Cognitive attitudes of employees have no significant influence on Organizational performance of the selected manufacturing companies in Adamawa State, Nigeria.

Effect of Cognitive Attitude on Organizational Performance

To evaluate the effect of Cognitive Attitude on Organizational Performance a multiple linear regression analysis was employed to test the hypothesis below;

H01: Cognitive attitudes of employees have no significant effect on organizational performance in selected manufacturing companies in Adamawa State, Nigeria.

Examining the individual predictors, cognitive Attitude recorded a positive and statistically insignificant effect on organisational performance ($\beta = 0.066$, $t = 1.113$, $p > 0.05$). This finding suggests that increased cognitive attitude among operators is associated with improved organisational performance that is not significant. Based on this result, the null hypothesis stating that Cognitive attitudes of employees have no significant effect on organizational performance in selected manufacturing companies in Adamawa State, Nigeria is maintained.

Affective Attitude on Organizational Performance

H02: Affective attitudes of employees do not significantly influence the Organizational performance of selected manufacturing companies in Adamawa State, Nigeria.

Affective attitudes also as contained in Table 2 showed a positive and statistically significant influence on organizational performance ($\beta = 0.182$, $t = 2.906$, $p < 0.001$). Therefore, it was found that the effect of affective attitudes of employees by a unit increases the performance of the organization by 0.182. Hence, the null hypothesis was rejected and the alternative hypothesis which says that affective attitudes of employees have significantly influenced the organizational performance in the selected manufacturing companies in Adamawa State, Nigeria.

Behavioural Attitude on Organizational Performance

H03: Behavioural attitudes of employees do not have any significant influence on organizational performance of the selected manufacturing companies in Adamawa State, Nigeria.

The summary of the regression results as shown in table 2, indicates that behavioural attitudes have had a positive and significant influence on organizational performance ($\beta = 0.270$, $t = 4.555$, p

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< 0.001) at the 5% level. Consequently, at this level, the null hypothesis was rejected to imply that behavioural attitudes of employees has significant influence on organizational performance in the selected manufacturing companies in Adamawa State, Nigeria.

Discussion of Findings

The findings indicate that employee attitude significantly influences organisational performance in the selected manufacturing companies in Adamawa State. However, this relationship is not uniform across the three dimensions examined. Affective attitude has a significant effect, whereas cognitive and behavioural attitudes do not make statistically significant independent contributions. This distinction is central to interpreting the results. It suggests that employees' emotional relationship with their organisations may be more closely connected to performance in the study setting than their beliefs about work or their general readiness to act. The overall result broadly supports research linking favourable work attitudes with organisational outcomes, although it qualifies the assumption that all dimensions contribute equally. Kammeyer-Mueller et al. (2024) explain that work attitudes can influence effort and workplace behaviour, but their effects depend partly on the nature of the behaviour and the conditions under which employees act. Similarly, Woznyj et al. (2022), drawing on a large body of evidence, found that job attitudes are related to important employee outcomes, although their predictive strength differs across constructs. The present findings extend this position by suggesting that, in the manufacturing companies examined, the overall attitude-performance relationship is driven more strongly by its affective component.

The significant effect of affective attitude provides the clearest evidence and it reflects employees' emotional evaluations of their work and organisation, including satisfaction, enthusiasm and attachment. Employees who feel valued may be more willing to sustain effort and remain committed to organisational goals, particularly when production demands become difficult. This interpretation agrees with Hong et al. (2024), whose found that employees' evaluations of organisational benefits were associated with affective commitment and job satisfaction. Perceived organisational support partly explained these relationships. Although their study focused on employee benefits rather than the three attitude dimensions examined here, it reinforces the argument that employees' emotional responses to organisational treatment have meaningful workplace consequences.

Evidence from manufacturing also supports this interpretation. Imam et al. (2023), using employee-leader data from the Indian automobile sector, found that supervisory support and internal communication were relevant to employee engagement and performance. Their findings suggest that supportive workplace relationships can strengthen employees' involvement in their work. The significant affective effect in the present study is consistent with this position. Employees who experience fair treatment and supportive supervision may develop a stronger emotional connection to their organisations, which can encourage sustained effort. Nevertheless, positive feelings alone cannot guarantee better organisational performance. Their contribution is likely to depend on whether employees have adequate equipment, materials and managerial support to translate their motivation into productive work. Corbeanu and Iliescu's (2023) meta-

analysis also found a positive relationship between work engagement and job performance, providing further support for the importance of employees' psychological involvement in work.

In contrast, cognitive attitude did not significantly influence organisational performance and this finding suggests that employees' beliefs and evaluations about their work do not necessarily translate into measurable organisational outcomes. It appears, therefore, that understanding organisational goals, having confidence in one's capabilities or perceiving workplace practices favourably may be insufficient when employees lack the authority or resources to act on those beliefs. Manufacturing operations are particularly relevant here. Employees may understand production targets and their responsibilities, yet equipment limitations, material shortages or rigid procedures can restrict their influence over actual output.

This result differs from some studies cited in the supplied literature, including Rasool et al. (2022), Kim and Beehr (2021), and Aboramadan and Kundi (2022), which associate role clarity and favourable organisational perceptions with employee performance. However, the apparent contradiction requires careful interpretation. Role clarity and cognitive ability are not identical to cognitive attitude. Sackett et al. (2024) found that general cognitive ability remained related to job performance, although the estimated relationship was smaller than earlier influential estimates.

A further explanation concerns the statistical model that if cognitive, affective and behavioural attitudes were entered simultaneously in the regression analysis, the non-significant cognitive coefficient indicates that cognitive attitude did not explain a statistically significant amount of additional variation after accounting for the other dimensions. It does not establish that cognitive attitude has no relationship with performance. Its influence may operate indirectly through affective commitment or may depend on organisational conditions. Kammeyer-Mueller et al. (2024) similarly emphasise that the relationship between general attitudes and specific workplace behaviour depends on social context, goals and employees' perceived control. This provides a reasonable explanation for why favourable cognitive evaluations may coexist with a non-significant independent effect in the present study.

The non-significant behavioural attitude result also deserves attention. Although positive workplace conduct is often associated with organisational effectiveness, the present findings indicate that behavioural attitude did not independently predict performance in the sampled companies. One possible explanation is the distinction between employees' reported willingness to act and their actual conduct. Employees may express readiness to cooperate or demonstrate initiative, but their opportunities to do so can be limited by production schedules, supervisory control and established work procedures. The result does not necessarily contradict research on organisational citizenship behaviour. Podsakoff et al. (2009), found that organisational citizenship behaviour was associated with individual and organisational outcomes, including productivity and efficiency. However, actual citizenship behaviour is different from a general behavioural attitude. The present study may therefore have captured employees reported behavioural dispositions rather than independently verified workplace actions and this distinction could help explain the different findings.

The theoretical implications are relevant to both frameworks underpinning the study. The Tri-Component Attitude Model provides a useful basis for distinguishing cognitive, affective and behavioural dimensions. The present findings support the value of examining these components

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separately, but challenge any assumption that they contribute equally to organisational performance. Affective attitude emerged as the only significant dimension, suggesting that emotional evaluations may have a more direct relationship with performance in the study context. The findings do not invalidate the model but rather, indicate that its components may have different predictive strengths and may operate through different pathways, which offers a more context-sensitive application of the model to manufacturing organisations.

Social Exchange Theory provides a complementary explanation. Cropanzano and Mitchell (2005) argue that workplace relationships involve reciprocal exchanges through which employees respond to the treatment they receive. When employees perceive organisational support and fair treatment, they may reciprocate through stronger attachment and commitment. The significant affective result is consistent with this reasoning. Hong et al. (2024) provide further empirical support by showing that perceived organisational support partly explains the relationship between employee benefit experiences and favourable work attitudes. Imam et al. (2023) also demonstrate the relevance of supervisory support and communication within a manufacturing context because the non-significant cognitive and behavioural effects suggest that reciprocal responses may not be expressed uniformly. Employees can feel valued without having sufficient discretion or resources to alter production outcomes. Social Exchange Theory therefore helps explain the emotional dimension of the findings, but future research should examine the organisational conditions that allow positive attitudes to translate into performance.

The findings suggest that manufacturing companies in Adamawa State should pay closer attention to the quality of the employment relationship. Supportive supervision, fair recognition and concern for employee welfare may strengthen favourable affective attitudes. These practices, however, need to be accompanied by adequate operational resources and opportunities for employees to contribute. The study's main contribution is its demonstration that employee attitude should not be treated as a uniform predictor of organisational performance. Its influence appears to depend on the particular dimension examined and the conditions within which employees perform their work.

Conclusion and Suggestions for Future Studies

This study examined the influence of employee attitude on organisational performance in selected manufacturing companies in Adamawa State, Nigeria. Specifically, it assessed the overall influence of employee attitude and examined the individual contributions of its cognitive, affective and behavioural dimensions. The findings established that employee attitude significantly influences organisational performance, although the three dimensions did not contribute in the same way. Cognitive attitude had no statistically significant influence on organisational performance, whereas affective and behavioural attitudes had significant positive influences. These results suggest that employees' emotional responses to their organisations and their workplace conduct are particularly relevant to organisational outcomes in the manufacturing companies studied.

The findings contribute to a better understanding of employee attitude as a multidimensional concept instead of treating attitude as a single factor with a uniform influence on organisational performance, the study demonstrates that its individual components may have different levels of importance. The significant effect of affective attitude suggests that employees' emotional

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attachment, satisfaction and positive feelings towards their organisations can support performance. When employees feel valued and develop a sense of belonging, they may be more willing to sustain their efforts towards organisational goals. Similarly, the significant behavioural effect indicates that employees' workplace actions and their readiness to contribute constructively can influence organisational outcomes. These findings reinforce the view that organisational performance is influenced not only by employees' understanding of their responsibilities but also by how they feel about their work and how they respond through their conduct.

The non-significant effect of cognitive attitude provides a further theoretical understanding despite the fact employees' beliefs and perceptions are relevant to how they understand their work, favourable cognitive evaluations may not independently translate into improved organisational performance. Employees may understand organisational objectives and believe in their capabilities but still face operational conditions that limit their contribution and this finding adds a contextual qualification to the Tri-Component Attitude Model. The model remains useful for explaining the different dimensions of attitude, but the results suggest that these dimensions should not automatically be expected to exert equal influence on organisational outcomes. Their effects may depend on the nature of the work and the conditions within which employees operate. The findings also provide support for the relevance of Social Exchange Theory especially for employees who experience fair treatment, recognition and organisational support may respond through stronger emotional attachment and more constructive workplace behaviour. The significant effects of affective and behavioural attitudes are consistent with this reciprocal relationship. However, the results also suggest that positive beliefs about the organisation may not be sufficient to improve performance when employees lack the opportunity or resources to act on them. The study therefore extends the application of these theoretical perspectives by showing that the relationship between employee attitude and organisational performance may depend on the particular attitude dimension being considered.

From a practical perspective, manufacturing companies in Adamawa State should give greater attention to the quality of employees' experiences at work and the Management can strengthen favourable affective attitudes through supportive supervision, fair recognition and policies that demonstrate concern for employee welfare. There is also a need to encourage constructive workplace behaviour by providing clear expectations, appropriate feedback and opportunities for employees to contribute to organisational activities. However, these efforts should be supported by adequate production resources and effective work systems. Improving employees' attitudes without addressing operational constraints may produce limited gains in organisational performance.

Despite its contributions, the study has some limitations that should guide the interpretation of its findings. The study focused on selected manufacturing companies in Adamawa State. Consequently, the findings may not fully represent the experiences of employees in other manufacturing organisations or economic sectors. Future studies could include a wider range of companies across different states in Nigeria to establish whether the observed relationships remain consistent across different organisational and geographical settings. The study adopted a quantitative survey design and relied on questionnaire responses, although this approach provided a basis for statistical examination, responses may reflect employees' perceptions rather than

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independently verified organisational performance. Subsequent research could combine questionnaire data with objective indicators, such as production output, product quality and operational efficiency, as well as assessments from supervisors.

The use of a cross-sectional design limits the ability to establish how employee attitudes and organisational performance influence one another over time because longitudinal research would provide a stronger basis for examining whether changes in employees' attitudes are followed by changes in organisational performance. Future studies could also investigate possible mediating and moderating factors, including employee engagement, perceived organisational support, leadership style and availability of work resources and such investigations may explain why affective and behavioural attitudes significantly influence performance while cognitive attitude does not demonstrate an independent effect in the present study.

This study advances understanding of the influence of employee attitude on organisational performance by demonstrating that its dimensions do not operate uniformly within the selected manufacturing companies. Its central contribution is the evidence that affective and behavioural attitudes matter significantly, while cognitive attitude alone does not make a statistically significant contribution in the estimated model. Recognising these differences provides a more precise basis for understanding employee-related performance and offers direction for future theoretical and empirical work in Nigeria's manufacturing sector.

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