

## MANAGERS' ATTITUDES AS A DETERMINANT OF ORGANIZATIONAL PERFORMANCE IN SELECTED PHARMACEUTICAL COMPANIES IN ANAMBRA STATE, NIGERIA

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**Abstract:** This research explored how managers' attitudes shape organizational performance in selected pharmaceutical companies in Anambra State. The focus was on two key areas: how a manager's motivation influences employees' attitudes, and how achievement-oriented attitudes among managers affect employee job satisfaction. Using a survey design, data was collected from 196 respondents through questionnaires, and the results were analyzed with Arithmetic Mean and Pearson Product Moment Correlation Coefficient (via SPSS version 20). The findings showed a clear positive relationship between managers' motivation and employees' attitudes. In other words, when managers are motivated and achievement-driven, employees tend to feel more satisfied and perform better. Based on these results, the study concluded that managers' attitudes, employee motivation, and job satisfaction are critical drivers of performance in pharmaceutical companies. It recommended that managers should pay close attention to employees' attitudes, since negative attitudes can reduce productivity. Furthermore, managers should actively seek ways to improve employee well-being, as this directly enhances organizational effectiveness.

**Keywords:** *managers' attitude, employee's motivation, job satisfaction, organizational performance.*

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### Introduction

Pharmaceutical companies in Nigeria are increasingly confronted with the pressures of globalization, stringent regulatory requirements, and the demand for continuous innovation. In this environment, effective management practices have become indispensable for organizational survival and growth. Performance in organizations is typically assessed through indicators such as productivity, profitability, employee satisfaction, and market competitiveness, all of which are influenced by internal managerial factors (Nosike & Okerekeoti, 2022). Among these factors, the attitude of managers plays a particularly critical role. Many managers lack the necessary skills and dispositions to effectively influence their subordinates toward achieving both individual and organizational objectives. Leadership style, therefore, becomes a reflection of the strategies managers adopt to guide employees toward performance and goal attainment (Stella, Priscilla & Agbo, 2021). Inadequate or unfavorable managerial attitudes often undermine organizational outcomes, while positive attitudes foster motivation, efficiency, and success.

Strategy and performance are closely intertwined. Strategy provides the roadmap and framework through which management seeks to achieve organizational goals, while performance serves as

the measure of its success. Ultimately, the attitude of managers determines not only how strategies are implemented but also the extent to which they translate into organizational effectiveness (Philemon & Chinelo, 2024). This dynamic is especially pronounced in the pharmaceutical sector, which is both knowledge-intensive and highly regulated. Research has shown that managerial competencies such as self-efficacy, communication, and employee engagement significantly influence organizational performance in Nigerian pharmaceutical firms (Oamen & Omorenuwa, 2022; Oamen, 2022). Similarly, talent management practices including training, retention, and employee development have been found to positively impact performance, with managerial attitudes serving as a key driver of these practices (Oduunwe & Okeke, 2023). Positive managerial behaviors enhance employee morale and productivity, while negative attitudes often lead to low motivation, poor performance, and organizational inefficiency. As stated in Chinelo, Joelin, Ihuoma and Comfort (2024) Pharmaceutical firms in Anambra State continue to face persistent organizational challenges, including low productivity, poor employee motivation, and overall suboptimal performance. These challenges are often attributed to ineffective managerial attitudes, such as inadequate motivational strategies,

poor leadership orientation, and inadequate attention to employee welfare. Previous studies have emphasized that managerial attitudes toward employee motivation and job satisfaction play a decisive role in shaping organizational outcomes. Consequently, enhancing managerial practices and fostering positive leadership behaviours remain critical for improving performance and sustaining competitiveness within the sector (Nwagbala et al., 2024).

Given these realities, it is essential to examine how managers' attitudes serve as determinants of organizational performance within the pharmaceutical industry, particularly in Anambra State. Understanding this relationship will provide valuable insights into how managerial behaviours can be optimized to enhance employee performance and organizational effectiveness. This study, therefore, seeks to contribute to existing literature by investigating the extent to which managers' attitudes influence organizational performance in selected pharmaceutical companies in Anambra State, Nigeria.

### **Statement of the Problem**

Organizational performance remains a major concern for many pharmaceutical companies in Nigeria, particularly in Anambra State, where firms operate in a highly competitive and regulated environment. Despite the strategic importance of the sector in healthcare delivery and economic development, several pharmaceutical companies continue to experience challenges such as low productivity, declining employee morale, poor service delivery, and reduced profitability. These issues suggest that internal organizational factors, especially managerial practices, may not be effectively aligned with performance goals (Nosike & Okerekeoti, 2022). Most organizations are experiencing losses due to the fact of unfavorable managers' negative attitude towards employees and as a result, those organizations consider that it is almost impossible to nurture the employees. Negative attitudes among managers have been affecting organizational performance greatly in Pharmaceutical companies which are the entities that research, develop, manufacture, and sell drugs or medications. Overall, pharmaceutical companies are instrumental in advancing medical science and providing important healthcare solutions to the global population. Positive attitudes among managers will lead to better-quality work and are essential in boosting the organization's performance, which will place it ahead of the competition and keep it operating at its best. Managerial negativity, on the other hand, has a significant impact on organizational performance since it typically leads to low productivity, a decline in sales, a loss in profit margin, lower employee morale, and laziness in carrying out organizational tasks. Therefore, the development of organizations is directly impacted by the achievement of the human characteristic, which is reflected in the amount, quality, and speed of work produced. For this reason, it is crucial to work quickly to change the manager's mind-set to guarantee the organization's long-term success.

### **Objectives of the Study**

The main objective of the study is to investigate Managers' Attitudes and Organizational Performance in Selected Pharmaceutical Companies in Anambra State, Nigeria

The specific objectives are:

- To investigate the relationship between managers' Motivation and Employees' Attitudes in selected pharmaceutical companies in Anambra state.

- To examine the relationship between Managers' Mutual Achievements-Oriented Attitudes and Employees' Job Satisfaction.

### **Conceptual Review**

#### ***Managerial Attitude***

Managerial attitude can be viewed through several dimensions, including leadership style, communication patterns, motivational approaches, and concern for employee welfare. Together, these dimensions shape how employees perceive management and, in turn, influence their productivity and engagement. Broadly, managerial attitude refers to the beliefs, values, and feelings managers hold toward their work, their employees, and the organization as a whole. It is often reflected in leadership styles as pointed out in Stella et al.(2021) leadership effectiveness is not determined solely by a manager's personality traits but by the extent to which subordinates are involved in decision-making. When managers encourage participation, employees feel free to discuss job-related issues openly, even in the absence of their superiors, which fosters satisfaction and commitment (Stella et al., 2021).

#### ***Managers' motivation and employees' attitude***

Motivation encompasses both internal and external factors that stimulate individuals to remain committed to their roles and exert effort toward achieving organizational goals. It enhances efficiency, performance, and ultimately organizational success (Bratton & Gold, 2020; Ejike, Okafor & Chinelo, 2023). Motivation drives behaviour, creating focus, persistence, and determination in the pursuit of objectives (Bulto & Markos, 2017; Nwagbala et al., 2023). An effective reward system recognizes employees' varying needs and provides both monetary and non-monetary incentives to meet them. Since employees respond differently to rewards, performance outcomes depend on a combination of effort, commitment, engagement, and loyalty to organizational norms and goals (Kalleberg, 2019; Ejike et al., 2023). Motivated managers play a crucial role in this process by inspiring and encouraging subordinates through role modeling, recognition, and support, thereby creating a positive work environment. Recent studies highlight the importance of managerial motivation in shaping employee attitudes. Akinwale and George (2020) found that motivated managers positively influence employee engagement, commitment, and job satisfaction in Nigerian organizations, noting that managerial enthusiasm is contagious.

Similarly, Okeke and Eze (2021) reported that managerial motivation enhances organizational commitment and reduces turnover intentions, as employees often mirror the energy levels of their managers. In the pharmaceutical sector, Oamen (2022) revealed that intrinsic managerial motivation improves employee morale and performance, with motivated managers fostering supportive and encouraging workplaces.

#### ***Managers' Mutual Achievement-Oriented Attitudes and Employees' Job Satisfaction***

Job satisfaction is a multidimensional concept reflecting employees' overall feelings and attitudes toward their work. It encompasses emotional, cognitive, and behavioral aspects of workplace experiences (Spector, 2020). According to Stella, Priscilla, and Agbo (2021), job satisfaction is "a positive feeling about the job resulting from an evaluation of its characteristics." Employees with high satisfaction tend to display positive attitudes

toward their work, while those with low satisfaction often exhibit negativity (Mehboob & Bhutto, 2012; Stella et al., 2021). Satisfied employees experience fulfillment, contentment, and positive affect toward their tasks and the organization. Job satisfaction is influenced by workplace conditions, and organizations must strive to create environments that foster it. Higher satisfaction contributes to employee well-being, productivity, and organizational success. It is also a key measure of employee effectiveness, as it determines the level of effort employees exert in their roles (Robbins & Judge, 2013; Chinelo & Okafor, 2023; Haralayya, 2021; Nwagbala, Ezeanokwasa & Aziwe, 2023).

Recent research emphasizes the role of collaborative and achievement-oriented managerial attitudes in enhancing job satisfaction. Nwagbala et al. (2024) found that participatory management and goal alignment significantly improve satisfaction in pharmaceutical companies, as employees feel valued when involved in decision-making. Similarly, Ezeanyim and Ufoaroh (2021) reported that participative leadership and teamwork-oriented management styles foster higher satisfaction among Nigerian employees, highlighting the importance of collaboration and shared responsibility.

**Managers’ Attitude and Organizational Performance**

The relationship between managerial attitudes and organizational performance has been consistently emphasized in recent studies. Managerial attitudes influence not only employee motivation and job satisfaction but also team dynamics and organizational culture. When managers demonstrate respect, fairness, and support, they create a positive team environment that encourages collaboration, creativity, and effective problem-solving, ultimately driving performance (Garcia & Martinez, 2021). Poor managerial decisions, particularly in managing organizational change, often undermine survival and competitiveness (Katzenbach & Smith, 2011; Nwagbala et al., 2023; Ezeanokwasa, Nwagbala & Nwachukwu, 2023). Conversely, alignment between managerial attitudes and organizational objectives ensures that individual and team efforts contribute to broader goals (Wong et al., 2020).

In Nigeria’s pharmaceutical industry, Oamen and Omorenuwa (2022) found that managerial self-efficacy and engagement key components of attitude are strong predictors of organizational performance. Managers who display confidence and proactive behavior significantly enhance outcomes. Positive-minded managers also mitigate role stress, job uncertainty, and employee cynicism, thereby fostering openness and collaboration. During challenging times, such managers boost morale, motivation, and productivity through consistent positive behaviours (Hong & Lin, 2021).

**Theoretical Review**

**Human Relations Theory**

The Human Relations Theory, propounded by Elton Mayo (1933) emphasizes the importance of human factors in organizational performance. The theory suggests that positive managerial attitudes, supportive leadership, and interpersonal relationships significantly influence employee productivity and organizational performance. This theory is relevant to the study because it highlights how managers’ attitudes toward employees such as care, respect, and communication directly influence employee productivity and organizational performance

In the context of this study, Human Relations Theory provides a foundation for understanding how managers’ attitudes such as motivation, mutual achievement-orientation, and communication affect employee behavior and organizational outcomes in pharmaceutical companies. When managers show concern for employees’ well-being and involve them in decision-making, it enhances job satisfaction, motivation, and ultimately organizational performance (Robbins & Judge, 2017).

**Expectancy Theory**

Proposed by Victor Vroom (1964) Expectancy Theory suggests that employees are motivated when they believe their efforts will lead to desirable outcomes. Managers’ attitudes toward rewards, recognition, and fairness play a crucial role in shaping employee expectations and motivation. This theory is particularly relevant to this study because it explains how managers’ attitudes toward motivation and reward systems can influence employees’ attitudes, commitment, and productivity. Managers who demonstrate positive motivational attitudes and provide clear pathways for rewards can enhance employee performance and satisfaction, aligning with the study’s objectives of assessing managerial influence on organizational outcomes

**Materials and Methods**

A survey research design was adopted to examine how managers’ attitudes affect organizational performance in selected pharmaceutical firms within Anambra State. The study was conducted in Awka South Local Government Area (LGA), where 21 pharmaceutical companies are officially registered according to records from the Anambra State Secretariat (2023). From this population, a sample of 210 respondents was drawn from seven pharmaceutical companies located in Awka South LGA. A simple random sampling technique was employed to select both employers and employees (male and female) from each of the seven chosen companies.

**Selected Pharmaceutical Companies in Awka South LGA, Anambra State**

S/N	Names of pharmaceutical companies	No. of Employers	No. of Employees (Pharmacy Clerk)
1	Juhel Nigeria Limited	8	20
2	Damazo Pharma. Ltd	12	18
3	Pauco Pharma Ind Nig Ltd	10	16
4	Gauze Pharmaceuticals & Labs Nig Ltd	9	22
5	Alben Healthcare Industry Ltd	7	24
6	Busy Bee Pharma Industries Nig	11	21
7	Kingsize Pharma Ltd	13	19
	<b>Total</b>	<b>70</b>	

Source: Field data

Primary data were obtained through structured questionnaires, while secondary data were sourced from published and unpublished materials, including institutional records, ministry reports, textbooks, library resources, newspapers, periodicals, and credible internet sources. The hypotheses were tested using Pearson’s Product-Moment Correlation Coefficient and simple linear regression analysis. These statistical techniques are commonly applied to compare observed data distributions with expected outcomes. Data analysis was carried out using the Statistical Package for Social Sciences (SPSS).

**Data Presentation and Data Analysis**

Out of the 210 questionnaires distributed during the survey, 196 were correctly completed and returned, forming the valid dataset for analysis.

**Table 1: Respondents by Sex**

Respondents	Frequency	Percentage
Male	93	47.4%
Female	103	52.6%
<b>Total</b>	<b>196</b>	<b>100%</b>

*Source: Field data*

Table 1 shows that 93 respondents (47.4%) were male, while 103 respondents (52.6%) were female. This indicates that females constituted the majority of the sample.

**Table 2: Respondents by Age**

Respondents	Frequency	Percentage
22–30 years	75	38.3%
31 years and above	121	61.7%
<b>Total</b>	<b>196</b>	<b>100%</b>

*Source: Field data*

**Table 5: Respondents by Pharmaceutical Company**

Respondents	Frequency	Percentage
<i>Juhel Nigeria Limited</i>	28	14.3%
<i>Damazo Pharmaceutical Limited</i>	28	14.3%
<i>Paucio Pharmaceutical Industrial Nig. Ltd</i>	29	14.8%
<i>Gauze Pharmaceutical &amp; Lab Nig. Ltd</i>	28	14.3%
<i>Alben Healthcare Industrial Ltd</i>	26	13.3%
<i>Busy Bee Pharmaceutical Industries Nig. Ltd</i>	28	14.3%
<i>Kingsize Pharmaceutical Ltd</i>	29	14.8%
<b>Total</b>	<b>196</b>	<b>100%</b>

*Source: Field data*

Table 5 shows that respondents were fairly evenly distributed across the seven companies. Paucio Pharmaceutical Industrial Ltd and Kingsize Pharmaceutical Ltd had the highest number of respondents (29 each, 14.8%).

**Analysis of Research Questions**

Research Question One

**In what way has managers’ motivation influenced employees’ attitudes among selected pharmaceutical companies in Anambra State?**

Table 2 reveals that 75 respondents (38.3%) were aged 22–30 years, while 121 respondents (61.7%) were aged 31 years and above. The majority of respondents therefore belonged to the older age group.

**Table 3: Respondents by Working Experience**

Respondents	Frequency	Percentage
1–4 years	33	16.8%
5–8 years	72	36.7%
9 years and above	91	46.4%
<b>Total</b>	<b>196</b>	<b>100%</b>

*Source: Field data*

Table 3 indicates that 33 respondents (16.8%) had 1–4 years of experience, 72 respondents (36.7%) had 5–8 years, and 91 respondents (46.4%) had 9 years or more. The largest proportion of respondents had over 9 years of work experience.

**Table 4: Respondents by Educational Status**

Respondents	Frequency	Percentage
Primary Education	1	0.5%
Secondary Education	21	10.7%
Tertiary Education	76	38.8%
Post-Graduate Education	98	50.0%
<b>Total</b>	<b>196</b>	<b>100%</b>

*Source: Field data*

Table 4 shows that only 1 respondent (0.5%) had primary education, 21 respondents (10.7%) had secondary education, 76 respondents (38.8%) had tertiary education, and 98 respondents (50%) had postgraduate qualifications. Postgraduate respondents formed the largest group.

**Table 6:** Mean Ratings of Responses on Managers’ Attitudes Influencing Employees’ Motivation

S/N	Response	SA	A	D	SD	Mean	Remarks
1	Whenever I directed my employees they performed well	87	68	29	12	3.17	Agreed
2	I don’t direct my employees but they still do well	92	69	28	7	3.26	Agreed
3	My directive attitude as manager has served as a sense of work direction	108	81	6	1	3.92	Agreed
4	My directive attitude toward employees helps the company achieve objectives	106	77	11	2	3.42	Agreed
5	Employees feel motivated when directed by the manager	98	75	19	4	3.36	Agreed
6	My manager’s kind directive in the workplace always serves as motivation	115	76	3	0	3.54	Agreed
<b>Grand Mean Score</b>						<b>3.92</b>	

*Source: Field data*

Table 6 demonstrates that managers’ directive attitudes positively influence employees’ motivation. Employees reported that directives provide a sense of work direction, help the company achieve objectives, and serve as a source of motivation. The mean scores (ranging from 3.17 to 3.92) confirm that managerial motivation significantly shapes employee attitudes.

**Research Question Two**

**How does managers’ mutual achievement-oriented attitude influence employees’ job satisfaction among selected pharmaceutical companies in Anambra State?**

**Table 7:** Mean Ratings of Responses on Managers’ Achievement-Oriented Attitudes Influencing Job Satisfaction

S/N	Response	SA	A	D	SD	Mean	Remarks
1	I felt satisfied whenever my manager showed us we were part of success	82	79	21	14	3.16	Agreed
2	Setting realistic goals makes workers resourceful and target-driven	65	51	43	37	3.00	Agreed
3	Manager carrying everyone along promotes job satisfaction	92	76	18	10	3.28	Agreed
4	Commendation from manager encourages me	121	63	12	0	3.56	Agreed
5	Manager’s achievement-oriented attitude promotes unity and togetherness	125	68	2	1	3.61	Agreed
6	Turnover and customer loyalty result from manager’s achievement attitude	128	63	3	2	3.62	Agreed
<b>Grand Mean Score</b>						<b>3.62</b>	

*Source: Field data*

Table 7 indicates that employees derive satisfaction when managers acknowledge them as contributors to the company’s success. Setting realistic organizational goals encourages workers to be resourceful and focused on achieving targets. Furthermore, when managers involve all staff in decision-making, it enhances job satisfaction. The achievement-oriented attitudes of managers also foster unity and cooperation within the organization. In addition, such attitudes contribute to reduced turnover and stronger customer loyalty. Overall, managers’ achievement-oriented behaviors significantly influence employees’ job satisfaction in the selected pharmaceutical companies in Anambra State, with mean scores of 3.16, 3.0, 3.28, 3.56, 3.61, and 3.62 respectively.

**Test of Hypotheses**

**Hypothesis One**

**There is a significant relationship between managers’ motivation and employees’ attitudes among selected pharmaceutical companies in Anambra State.**

<b>Managers’ Directive Attitude Employees’ Motivation</b>		
Pearson Correlation	+1	0.782
Sig. (2-tailed)		0.000
N	322	322
Pearson Correlation	.782	1
Sig. (2-tailed)	0.000	

*SPSS Output (1)*

The analysis reveals a perfect positive linear relationship (+1) between managers’ motivation and employees’ attitudes. This confirms a strong association between the two variables. The correlation coefficient (0.782) further demonstrates a high level of relationship, exceeding the

threshold for moderate correlation (0.40–0.59). These findings are consistent with the mean ratings presented earlier, which showed that managers’ directive attitudes significantly influence employee motivation in pharmaceutical companies in Anambra State.

**Hypothesis Two**

**There is a significant relationship between managers’ mutual achievement-oriented attitude and employees’ task performance among selected pharmaceutical companies in Anambra State.**

Managers’ Achievement-Oriented Attitude Employees’ Task Performance		
Pearson Correlation	+1	0.568
Sig. (2-tailed)		0.000
N	322	322
Pearson Correlation	0.568	1
Sig. (2-tailed)	0.000	

**SPSS Output (2)**

The results show a perfect positive linear relationship (+1) between managers’ achievement-oriented attitudes and employees’ task performance. The correlation coefficient (0.568) indicates a strong relationship, which is above the moderate correlation range (0.40–0.59). This finding aligns with the earlier mean ratings, where achievement-oriented managerial attitudes were shown to enhance job satisfaction, foster unity, and improve customer loyalty. Therefore, the hypothesis is supported, confirming that managers’ achievement-oriented attitudes significantly influence employees’ task performance in pharmaceutical companies in Anambra State.

**Findings**

- The analysis of hypothesis one demonstrated a positive relationship between managers’ motivation and employees’ attitudes in the selected pharmaceutical companies in Anambra State.
- The results of hypothesis two confirmed a strong relationship between managers’ achievement-oriented attitudes and employees’ job satisfaction in the same organizations.

**Conclusion**

The study established that managers’ attitudes including their approach to motivation, job satisfaction, and task performance play a crucial role in shaping organizational performance within pharmaceutical companies in Anambra State. The findings revealed significant correlations between managers’ attitudes and employee outcomes: motivation, satisfaction, and performance. The correlation results further showed that employee and managerial attitudes are strongly linked to job performance. Consequently, organizations must foster a cooperative, employee-centered culture to maximize productivity and achieve higher performance levels.

**Recommendations**

- Employees should be encouraged to harness their positive attitudes to enhance productivity.
- Strong communication channels between managers and staff should be established to enable employees to demonstrate their best attitudes, thereby improving organizational outcomes.

**Contribution to Knowledge**

- This study adds to existing literature on managerial attitudes, job satisfaction, employee motivation, and organizational performance in pharmaceutical companies. It provides a valuable reference for future researchers interested in similar topics.
- By highlighting the importance of motivation and communication, the study emphasizes how employees’ positive attitudes can improve the quality of goods and services, ultimately benefiting both individuals and communities.

**Suggestions for Further Studies**

This research focused on a limited number of pharmaceutical firms in Anambra State. Future studies could expand the scope to include more organizations across Nigeria, thereby offering a broader and more comprehensive understanding of how managers’ attitudes influence organizational performance. Such studies could also explore unique organizational contexts to better capture variations in managerial behavior and its impact.

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