ORGANISATIONAL PERCEPTIONAL IMPERATIVE AND EMPLOYEE ATTITUDE TO WORK IN THE NIGERIA WORKING ENVIRONMENT: A COMPARATIVE STUDY OF PUBLIC AND PRIVATE WORK SITUATION

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Abstract
The main objective of this study is to ascertain the effects of organizational perceptional imperative on employee attitude to work in the Nigerian work place with a comparative analysis of public and private work situation. The study adopted a survey research design with a population of 212 workers while the sample size was 138 workers randomly selected from 4 enterprises choses among private and public establishments. The study utilized a 15 questionnaire item for it primary data source. The data was analyzed using frequencies and arithmetic mean. To test the hypothesis, the researcher used the Pearson product moment correlation analysis. The data recorded for the research was analyzed employing SPSS version 22. Findings from the study reveals that there is a significant relationship between organizational perceptional imperative and the attitude of work. It was found that most public establishment have a negative perceptional imperative compared to the private enterprises with positive perceptional imperative and this affects workers commitment and job satisfaction. The study recommended among others that Public establishments should devote more time on meeting goals and review its policies on the establishment and management. This will create commitment and job satisfaction among employees
Key words: organizational perceptional imperative, employee attitude

Introduction

It is increasingly vital for employees and the public to have a good perception about an organisation. When an organisation brand themselves in a positive and engaging manger, there is a good perception in the outside world. The organisational perceptional imperative are in terms of its image, identity and reputation. The organisational perceptional imperatives determines how people look at this organisation. Its either makes the organisation prosperous or less prosperous. For organisation, branding in a certain way creat certain identity and builds image and reputation. The goal is that the audience will adopt or interpret this as it is supposed to be. Organisations that that desire positive desires to be looked from the outside as being positive and engaging, they need to first work on its identity, culture, value, image and reputation. This cannot however be created on a single day. The organisation therefore must work very hard and strive to build public trust for many individuals and organisations will like to identify with organisations that operates on a clean floor. Pfeffer and Salancik (1978) adduced that for organisations to have a good perception it need to work on its vision, mission, strategy, activities, goals and visual clues. This will also enable it to be recognised in both local and the international stage.

Understanding the dynamics of employee-employer relationship and how it influences employee perception of the organisation is an essential task for managers. What an employee experiences while working in an organisation are store within their five senses. Therefore the mode of operation, the

nature of supervision, the reward system and opportunities for advancement experienced by the employee will determine how the employee attitude to the job will be (Wagner &Hollenberek, 1992). This also means that the employees motivations, satisfaction and commitment to work are re-inforced by the perceptual imperative which the organisation possesses. There are so many reasons why employee behave the way they behave in an organisation. The nature of operations of an organisation will also determine how the employees will behave. This means that deviant behaviours in work place are related to organisations perceptional imperative. If an employee don't come to work it means that the organisation is either not paying attention to such behaviour or the organisation does not have strict laws that check such behaviours.

There is a big gap in terms of perceptional imperative between a public and a private working place. The attitude of public workers is quite different from that of private workplace. For these reasons the perception of the two working places also differs. Individuals will like to work in an organisation that has good public image, reputation and identity. This will also give them a good reputation, good name and the opportunity for growth. This is not however a rule as seen in the Nigerian system. In the Nigerian working environment, individuals prefer working for the government (federal, state or local government) rather private individuals. This organisation despite being known for bad reputation, bad image and bad identity, individuals still see it as their dream jobs. Much attention has been given to job satisfaction and job commitment in relations to organisational perceptional imperative (Huang & Hsiao, 2007). The desire of this study therefore is to ascertain comparatively the perceptional imperative of both private and public organisation and identify the effects of these on the workers attitude to work.

Problem statement

In Nigeria there is a clear cut distinction between public organization and a private organization. The views people also have about these organizations are different. For a reminder, the public organization is owned and run by the government be it federal, state or local government. Private organizations on the other hand is owned and run by private individuals. Except for certain cases both are run with the objectives of making profit and providing individuals with fundamental needs. The perception workers have towards private and public organization has an effect on the worker's attitude for both systems. Some of the characteristics of public enterprise that has hampered its images, reputation and identity includes; defective capital structure, inefficient utilization of public resources, poor management, indiscipline, corruption, nepotism, bureaucratic redtapism, political interference, monopoly of power and low quality of service (Ekpeyong, 2000). The various reforms put in place by government to check these anomalies has not reverse the trend. The aggregate effects to these lapses are poor worker commitment and job dissatisfaction. It has variously been argued that the inefficiencies in public sector are overwhelming that one cannot differentiate an efficient work place from an inefficient workplace. Some scholars base their argument on public that inefficiency is coming from the motive of not making profit but providing social service. Whatever logic may be adduced for establishing public enterprises whether commercial or utility, it is certain that their overall performance does not satisfy the social and economic objective for the existence and hence have negative perceptual imperatives (Ayodele, 1996). Many public enterprises have short down and other are falling because the perception about public enterprise they possess is negative. Many efforts have been made to change the narrative but it has not healed any success because the policies put in place has not been properly followed up and those at the helm of office do not consider the growth of the enterprises as paramount. In comparison to private enterprises whose motive is profit making, their perceptual imperative are usually on the positive note. The goals, visions, objectives, target and tasks which are set by these organizations are usually pursued to the end and with this employee's

attitude to work will be job satisfaction and job commitment. With these issues raised it is expected that individuals will not want to work in such establishment. This is unfortunately not the case as many Nigerians prefer working in public establishment not withstanding these level of concerns. Their interest is not about their commitment but what is being paid, the level of job security and the reduced level of supervision. This study is therefore aimed at identifying those organizational perceptional imperatives and how they affect the attitude of workers in both private and public work place in Nigeria.

Conceptual framework
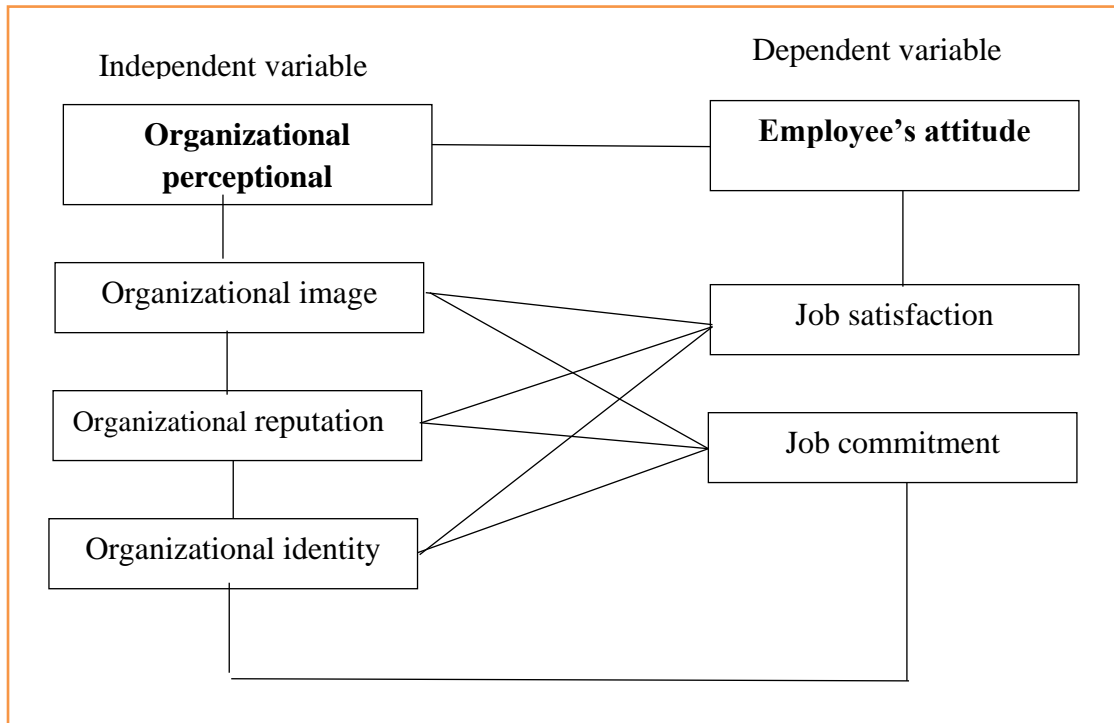
Source: Researchers conceptualization

Objective of the study

The main objective of this study is to ascertain the effects of organizational perceptional imperative on employee attitude to work in the Nigerian work place. Specific objectives include;

1. To ascertain the influence of organizational image on employee attitude to work
2. To ascertain the influence of organizational reputation on employee's attitude to work
3. To ascertain the influence of organizational identity on employee attitude to work

Research questions
1. To what extent does organizational image influence employee attitude to work
2. To what extent does organizational reputation influence employee attitude to work
3. To what extent does organizational identity influence employee attitude to work

Research hypothesis

1. There is no significant influence of organizational image on employee attitude to work
2. There is no significant influence of organizational reputation on employee's attitude to work
3. There is no significant influence of organizational identity on employee attitude to work

Conceptual review

Organizational perception

The word perception comes from the Latin word "perception" which means receiving, collecting, action of taking possession and apprehension with the mind or senses. In common terminology, perception is defined by the Longman dictionary of contemporary English (2018) as the way one thinks about something and the idea of what it is like. It also look at it as a way in which one notice things with their senses of sight, hearing, feeling etc. it is also seen as the natural ability to understand or notice things quickly. In the study of philosophy, psychology and cognitive science, perception is the process of attaining awareness or understanding of sensory information. There are three stages in the perception process. They include; selection, organization and interpretation.

Selection

During this stage the environmental stimuli is converted into meaningful experience. These stimuli are usually generated from information within the environment. This information may be from words heard, actions witnessed or even actions from objects around us. The word is made up of countless stimuli arriving from different objects, living and non-living things around and these stimuli are constantly being processed by sensory organs simultaneously. According to Singer (1987) stimuli generated from the information within the environment cannot all be processed due to the selective processes involved. Some researchers have paid enormous attention to this stage of perception. Bruner (1958) posit that in the interest of not overloading ourselves with too much information, we limit our attention to those aspects of strangers or the situations that are essential to what we are doing.

Organization

This is the second stage of perception and involves organizing the information selected from the environment in a certain meaningful pattern. This stage is accomplished by putting things or people into categories or categorizations as some researchers term it. Here the social and physical events or objects being encountered will immediately have shape, colour, texture and size. For example when asked what a human being is, some people may describe it form the perspective of skin color, or race or nationality. Again when asked what a school library is, one may describe it based on its level of organizational structure or is silence. Organization allows one to structure and give coherence to the general knowledge about people and the social world, providing typical patterns of behavior and the range of likely variation between types of people and their characteristics actions and attributes.

Interpretation

This is the process of attaching meaning to the selected stimuli. Once the selected stimuli have been categorized into structured and stable pattern, we try to make sense of these patterns by assigning meanings to them. Different people may give different interpretations of the same stimulus. According to Samovar et al. (2000) different interpretation of actions arises as a result of cultural and social differences. Culture provides a perceptual lense that greatly influence how one interpret and evaluate what they receive from the outside world.

Organizational perceptual imperatives

This term can be considered to be the basic cognitive processes that people use to make sense of their work environment or make sound judgment of their working environment and to take action within that environment. According to Burgelman and Dietz (2014) it represents short cuts that people use to understand the world around them and to make decisions based on that understanding. Individuals working in an environment may perceive a place to be either good or bad and these perceptional imperatives are influenced by both the individual and organizational factors which eventually affect the function of the organization. Grewal and Joyce (2006) asserted that understanding organizational perceptual imperative is very important for any manager. One way to understand organizational perceptional imperatives is through the lens of cognitive simplification which is the idea that people try to simplify their environment by organizing and filtering the information they receive. According to Grewal and Joyce (2006) the actions and functions of the organization are interpreted by the people and such interpretation can be based on their prior experiences and as such they can easily assess the organization based on what they experience.

Sutton (1991) adduced that the way that people perceive and understand the organization can shape its image, reputation and identity of that organization. If workers perceive an organization as being innovative and forward-thinking, that can influence its image a reputation. Similarly, if people perceive the organization as having a strong sense of purpose and values, that can also influence its identity. According to Schultz et al (2000) category formation can influence the way that individuals perceive and think about the organization, which in turn can influence its image. Selective perception can also play a role in shaping the organizations reputation.

Relationship between organizational perceptional imperative and employee's attitude to work

The dimensions of organizational perceptional imperatives for this study includes organizational image, organizational reputation and organizational identity.

   I.   **OrganizationalImage and employee attitude work**

Organizational image are peoples global impression of an organization or the net cognitive reactions and associations of customers, investors, employees and applicants to an organizations name. This term serves as a template to categorize, store, and recall organize-related information. Fombrun (1996) stated that appart from company's product, corporate social responsibility, a company's image is an important element that leads to its success. There are multiple organizational image resulting from various groups such as stakeholders, customers and corporate audiences. Investors and executive hold an image of the organization as an economic performer (company financial image). The investor typically rely on factual economic figures as a basis of their beliefs about the organization. The general society sees it from the image of a social performer. That is the organizations involvement in the community and its pro-environmental practices. The customer or client on the other hand hold an image of the organization as a provider of goods and services (product or service image). For the organization itself, it is considered as an employer of employees (company employment or employer image). Nguyen, and LeBlanc (1998) stated that good and positive perception of organizations image provides a sense of attraction, intention and proud in individuals.

It has become necessary for organizations to derive strategies that will lead to their continued growth as many workers will want to identify themselves with organization that have good image. There is a clear-cut distinction between the image portrayed by public and private organizations and this greatly affect the workers attitude to work. The public enterprise have for year established a poor public

image. This can be seen from the attitude of their workers were they exhibit un-seriousness, lack of commitment, unsatisfaction and most often strikes. For private establishment, it is characterized by hard work, commitment with good public image. Many individuals trust their assets in the hand of this private firms because they are committed to achieving organizational objectives such as profit and success. There are chances for organizations to grow and expand as long as the employee continue to perceive a positive image of that organization (Alifahmi&Hifni, 2008).

Organizationalreputation and employee attitude to work

The attitude of employees towards their work is strongly linked to the reputation of their organization. According to Alwi and Silva (2008) organizational reputation if a perception or judgement of stakeholders about the organizations ability to create value based on past actions. According to these scholars, organizational reputation describes the organizations overall attractiveness. The opinion of Gardberg and Fombrun (2002) is that admiration of a company is measured by the company's reputation. Berlenga (2010) measures reputation using the reputation quotient. It was also stated in their study of employer branding that one major determinant of an organizations ability to overcome competition is organizational reputation.

The nature of an organizations social responsibility and the responsibility towards the employee helps shape employees attitude towards their job. The public enterprises in Nigeria are noted for bad precedence set and many individuals do not put their trust in such organization. Public establishments in Nigeria such as schools, hospitals and many other government parastatals are noted for this. There is little or no commitment on the side of management which translate to the attitude to work by the employees. For private establishments, there is much commitment due to efficient supervision. In light of this it is necessary to identify two reputation concepts which are; social responsibility reputation and employee treatment reputation. Homburg et al (2013) sees social responsibility reputation as the perception of employees about the company's performance to maintain a balance between economic development and social welfare and the environment. According to Kotler and Nance (2005) social responsibility reputation process enable workers to be committed to their work and are satisfied with the organizations objective set for them. Employee treatment reputation was described by Rayner (2003) the manner at which the organization treats its employees. According to Balmer (1998) the employee treatment reputation is the organizations' ability to acquire, develop and retain their human resources or employees. It enable the employees to be rightly treated and gives them opportunity for expansion or career development. Employee who feel they are properly treated will be committed to their work.

Organizational identity and employee's attitude to work

Balmer (2008) defined organizational identity as a set of statements that organization members perceive to be central, distinctive and enduring to their organization. The definition reveal three critical criteria: centrality, distinctiveness and durability. Centrality means that his statement should include features that are important and essential to the organization. Identity as a statement of central character defines what is important and essential to the organization (Balmer, 2008). Distinctiveness emphasizes that the identity statement should be able distinguish the organization from others. A distinctive identity statement usually includes; organizational ideology, management philosophy and culture. Durability on the other hand emphasizes the enduring nature of organizational identity. According to Alber and Whetten (1985) it implies that organizational change is difficult to start because the loss of organizational identity will have strong impact on the organization. Humphrey and Brown assessed that identity affects the establishment and maintenance of members' self-esteem and

it provide organizational management and members with a key lens for their interpretation and sense making about occurring event for their organizational life.

Theoretical review

This study is anchored on attribution theory

Attribution theory

This theory was propounded by Fritz Heider in 1958 in his book entitled 'the psychology of interpersonal relations. The theory suggests that we observe behavior and then attribute causes to it. In other words, we attempt to explain why people behave the way they do and we see such behavior as largely caused by internal or external factors. The internal factors originate from the environment and it emphasizes that the environment affects behavior. The factors in the environment are availability of resources, supportiveness of co-workers, or just luck. The employees' poor performance in this case would be attributed to lack of resources to execute the assigned task. To determine whether behaviors should be attributed to an internal or external situation. He proposes three attribution criteria or rules. These rules for evaluating behavior are in terms of its degree of consensus, distinctiveness and consistency. Consensus is the extent to which other people in the same situation behave in the same way. Distinctiveness is the extent to which the same people behave in the same way in other situations. Constituency is the extent to which the same person behave in the same way at different times.

Empirical Review

There are several studies carried out on organizational perceptional imperative and it relationship to other dimensions.Moshe, Arian and Simonvic (2012) carried out a comparative study to ascertain the effect of organizational perception on the promotion expectation of High-Tech private company and a public sector employee in Israel. The study used a sample of 131 workers in the high-tech industry and 166 employees in a public establishment. He applied a regression analysis and an ANOVA to test the hypotheses. His findings showed a significant difference in both sectors. He discovered that the perception of promotion due to organizations image and reputation is high in private than in public establishment.

Anna-Maria (2012) studied the perceptions of perceived organizational support and affective organizational commitment in Radisson Blue seaside. The objective of the study was to ascertain the relationship which will be established when there is an organizational perceived support towards employee commitment. The result of their findings showed that there is commitment in the part of employees when there is a perceived organizational support to the employee.

Wasilla (2013) did a comparative study of the causes of poor attitude to work in public and private establishments in Bauchi state. The researcher used a quantitative research technique with a sample of 308 workers of both private and public enterprise. He also used the person correlation coefficient to test the research hypothesis his findings show that there is a significant difference in the attitude of public and private workers. He state that private workers are more committed to their job and are satisfied with the task. As for public workers he stated that they are not committed to their ob. He added that public workers are noted for laziness in job, poor attitude to their job and less committed. The research further stated that the lack of motivation, lack of training and poor reputation affect the workers attitude.

Methodology

The study adopted a survey research design. The population of this study was a total of 212 workers selected randomly from 2 public and 2 private establishments in Rivers State. These establishment include; Federal college of education (tech) Omoku, Model primary health center, Chalvik pure water and Halmark secondary school. The sample size of the population was 138 respondents derived from the Taro Yamane formula. The correlation index of 0.71 was used for the reliability of the instrument. The study used a 15-item questionnaire with a 5-point Likert scale. The data was analyzed using frequencies and arithmetic mean. This was best to explain the respondents' opinions. The value of 3.0 was employed to interpret the mean value indices of the variables of the research. A mean score of 3.0 was employed as moderate index while indicating the minimum acceptance level. To test the hypothesis, the researcher used the Pearson product moment correlation analysis. The data recorded for the research was analyzed employing SPSS version 22.

Data Analysis and Presentation
Demographic analysis of Respondents
The study analyzed the demographic profile of the respondents with regards to their Gender, educational qualification and number of working experience

Table 1: Demographic characteristics of the respondents

ISSUES	FREQUENCY	PERCENTAGES
Gender		
Male	87	63.04
Female	51	36.96
total	**138**	**100**
Highest level of education		
Secondary	11	7.97
OND/NCE	37	26.81
HND/BSC	75	54.34
Post graduate	15	10.86
Total	**138**	**100**
Year of working experience		
0-2	39	28.26
3-5	66	47.82
6-10	28	20.28
10 and above	5	3.62
Total	**138**	**100**

Source: Field survey 2024

Table 1 shows the demographic profile of the respondents with regards to their Gender, educational qualification and working experience. On gender the analysis shows that out of the 138 respondents, 87 were male representing 63.04% while 51 were female, representing 36.96%. This indicates that most of the respondents were male. With regards their educational qualifications, 11 respondents representing 7.97% hold a secondary school certificate, 37 respondents representing 26.81% are OND/NCE holders, 75 respondents representing 54.34% are HND/BSc holders while 15 respondents representing 10.86% holds postgraduate degrees. This analysis shows that most of respondents are either HND or BSc holders. With regards to the number of working experience, 39 respondents representing 28.26 % says they have worked for up to 2 years, 66 respondents representing 47.82% says they have worked for 3-5 years, 28 respondents representing 20.28% says they have worked for up to 6-10 years while 5 respondents representing 3.62% says they have worked for 11 years and above. This analysis shows that most of these respondent have worked for up to 5 years**.**

Reliability test

Cronbach Alpha was used to measure reliability of the questionnaire/scale that were used to gather information/data.

Table 2: Cronbach Alpha reliability test outcome

	No of items	**Items dropped**	**Cronbach Alpha**	**indicator**
Organizational Image	**5**	-	0.61	moderate
Organizational reputation	**5**	-	0.77	high
Organizational identity	**5**	-	0.69	moderate
Job commitment	**5**	-	0.82	high
Job satisfaction	**5**	-	0.65	moderate
Ave			**0.71**	

Table 2 above shows the Cronbach Alpha and items of each independent variable and dependent variables, namely organizational image, organizational reputation, organizational identity, job commitment and job satisfaction. The Cronbach's Alpha coefficients values for the 5 items is 0.71. Hinton et al (2004) have sited four cut-off points for reliability, which includes excellent reliability (.90 and above), high reliability (.70-0.90), moderate reliability (0.50-0.70) and low reliability (0.49 and below)

Results and Findings
Answers to Research Questions
Research question 1: to what extent does organizational image influence employee attitude to work

Research question 1

Summary responses

items	Strongly agree and agree		Undecided		Strongly disagree and disagree		Mean	SD
	Total	Percentage	Total	percentage	Total	percentage		
1	79	54.25	5	3.62	54	39.13	3.36	1.26
2	80	57.97	2	1.45	56	40.57	3.28	0.91
3	72	52.17	0	0	66	47.82	3.1	1.37
4	92	66.66	1	0.72	45	32.60	3.5	1.11
5	84	60.86	0	0	46	33.33	3.2	1.39
Ave							**3.28**	**1.21**

Table 3 shows research question 1: organizational image and employee attitude to work was measured using five questionnaire items which were developed on a five point Likert scale. The item labels are shown above. Item one has a mean of 3.36, item two has a mean of 3.28, item three has a mean of 3.10, item four has a mean of 3.50 while item five has a mean of 3.2. The overall mean response (Average) for the five items was (3.28) showing that respondents believe organizational image contributes largely to employees attitude to work.

Research question 2: To what extent does organizational reputation influence employee attitude to work?

Research question 2

Summary responses

items	Strongly agree and agree		Undecided		Strongly disagree and disagree		Mean	SD
	Total	Percentage	Total	percentage	Total	percentage		
6	49	35.50	8	5.79	87	63.04	2.29	1.55
7	67	48.55	2	1.44	69	50	2.88	1.09
8	80	57.9	0	0	58	42.02	3.08	1.14
9	78	56.52	10	7.24	50	36.23	3.42	1.67
10	69	50	5	3.62	64	46.37	3.02	1.70
Ave							**2.94**	**1.43**

Table 4 shows research question 2: organizational reputation and employee attitude to work was measured using five questionnaire items which were developed on a five point Likert scale. The item labels are shown above. Item one has a mean of 2.29, item two has a mean of 2.88, item three has a mean of 3.08, item four has a mean of 3.42 while item five has a mean of 3.02. The overall mean response (Average) for the five items was (2.94) showing that respondents believe organizational reputation contributes largely to employees attitude to work.

Research question 3: To what extent does organizational identity influence employee attitude to work?

Research question 3

Summary responses

items	Strongly agree and agree		Undecided		Strongly disagree and disagree		Mean	SD
	Total	Percentage	Total	percentage	Total	percentage		
11	70	50.72	2	1.45	66	47.82	3.03	1.80
12	75	54.34	1	0.72	62	44.92	3.07	1.55
13	69	50	5	3.62	64	46.37	3.09	1.03
14	85	61.59	4	2.89	49	35.51	3.38	1.90
15	71	51.44	0	0	67	48.55	2.97	1.78
Ave							**3.11**	**1.61**

Table 5 shows research question 3: organizational identity and employee attitude to work as measured using five questionnaire items which were developed on a five point Likert scale. The item labels are shown above. Item one has a mean of 3.03, item two has a mean of 3.07, item three has a mean of 3.09, item four has a mean of 3.38 while item five has a mean of 2.97. The overall mean response (Average) for the five items was (3.11) showing that respondents believe organizational identity contributes largely to employees attitude to work.

Hypothesis testing
The hypotheses stated in this study were tested statistically using the Pearson Product-Moment correlation coefficient. The result of the statistical testing was used to either accept or reject the null hypothesis formulated at 0.05 level of significance.

Hypothesis 1
HO$_1$: There is no significant influence of organizational image on employee attitude to work

		Organizational image	Employee attitude (job commitment and job satisfaction)
Organizational image	Pearson correlation	1	.713**
	Sig. (2 tailed)		.001
	N	138	138
Employee attitude (job commitment and job satisfaction)	Pearson correlation	713**	1
	Sig. (2 tailed)	.001	
	N	138	138

** Correlation is significant at the 0.01 Level (2-tailed)

Table 6 shows the relationship between organizational image on employee attitude to work. There as a strong positive relationship between the examined variables. The influence was also significant. This is shown with r=0.713and p=0.000, < 0.01. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted. This means that organizational image has a significant influence on employee attitude to work (job commitment and job satisfaction).

Hypothesis 2
HO$_2$: There is no significant influence of organizational reputation on employee's attitude to work

		Organizational reputation	Employee attitude (job commitment and job satisfaction)
Organizational reputation	Pearson correlation	1	.658**
	Sig. (2 tailed)		.001
	N	138	138
Employee attitude (job commitment and job satisfaction)	Pearson correlation	658**	1
	Sig. (2 tailed)	.001	
	N	138	138

** Correlation is significant at the 0.01 Level (2-tailed)

Table 7 shows the relationship between organizational reputation and employee attitude to work.
There was a strong positive relationship between the examined variables. The influence was also significant. This is shown with r=0.658and p=0.000, < 0.01. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted. This means that organizational reputation has a significant influence on employee attitude to work (job commitment and job satisfaction).

Hypothesis 3

HO₃: There is no significant influence of organizational reputation on employee's attitude to work

		Organizational identity	Employee attitude (job commitment and job satisfaction)
Organizational identity	Pearson correlation	1	.801**
	Sig. (2 tailed)		.001
	N	138	138
Employee attitude (job commitment and job satisfaction)	Pearson correlation	.801**	1
	Sig. (2 tailed)	.001	
	N	138	138

** Correlation is significant at the 0.01 Level (2-tailed)

Table 8 shows the relationship between organizational identity and employee attitude to work. There as a strong positive relationship between the examined variables. The influence was also significant. This is shown with r=0.801and p=0.000, < 0.01. Therefore, the null hypothesis was rejected and the alternative hypothesis accepted. This means that organizational identity has a significant influence on employee attitude to work (job commitment and job satisfaction).

Discussion of result

Findings from the study reveals that organizational perceptual imperative which are the organizations image, reputation and identity plays a significant role to the attitude put forth by employees in their work place. The result from the findings shows that employees see their commitment and satisfaction as being tied to the image, reputation and identity of the organizations. This findings is in line with the findings of Wasilla (2012) who studied the attitude of workers in both private and public organizations. According to Wasilla (2012) good image of an organization is a motivating factor the commitment of the workers. Worker prefer to identify themselves with organizations that are growing and whose reputation are topnotch. From the findings of this study the respondents stated that despite preferring to work for a public establishment because of job security, they can only growth and achieve efficient exposure when working with private establishment because they are expected to put in their best; hence giving them the ability to be better. The findings of Moshe et al (2012) also corroborates with this finding. For these researchers, workers in private establishment believe that the image and reputation of the organization they work for enable them growth in their career. Morakinyo (2003) established that the attitude of some owners of these organizations also influence the attitude of their workers. Some these owners do not portray good image, reputation or identity. This could be seen through poor attendance to their office, lateness, unsavory comments about their workers, erratic provision of services and these affect their worker's performance.

Conclusion

Based on the relevant research review, we are certain that organization perceptional imperative are vital and influences the attitude of the worker toward his work. It was also review that the public sector has a negative perceptional imperative. This is to say that the general image, reputation and identify of many Nigerian public organizations are on the negative side. It is in this establishment that

you find inefficiencies in performance. There is little or no form of commitment in the part of workers of government establishment. Compared to private establishment, public establishments experience high level of absenteeism, nepotism in promotion, laziness, bureaucracy and corruption. Private establishment has several mechanisms that check some of these anomalies and hence experience much commitment and job satisfaction from their workers.

Recommendations

Based on the findings and conclusions, the following recommendations are stated

1. Public establishments should devote more time on meeting goals. This will help in the areas of commitment.
2. The government should review its policies on the establishment and management of public organizations with regards t proper supervision in the work place. This will help workers to work hard for the attainment of stated objectives.
3. The level f corruption in public establishments is very high. Therefore the government should put more effort to constantly check the system.
4. Private organizations should also as do more in treating their workers. There should be better wages and other fringe benefits which acts as a motivation to workers. This will further help the workers to have a good attitude towards their job.

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